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EXPLORING MILLENNIAL GENERATION EMPLOYEES' AND MANAGERIALS' PERSPECTIVES OF THE POTENTIAL OVERUSE OF SMARTPHONES IN THE WORKPLACE BY THE MILLENNIAL GENERATION

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EXPLORING MILLENNIAL GENERATION EMPLOYEES' AND
MANAGEMENTS' PERSPECTIVES OF THE POTENTIAL OVERUSE OF
SMARTPHONES IN THE WORKPLACE BY THE MILLENNIAL GENERATION

by

BROOKE KINCADE

A dissertation submitted in partial fulfillment
of the requirements for the degree of
Doctor of Philosophy
Department of Human Resource Development

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College of Business and Technology

The University of Texas at Tyler
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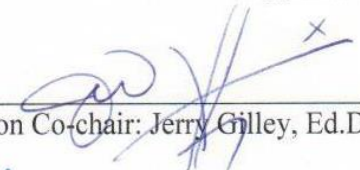
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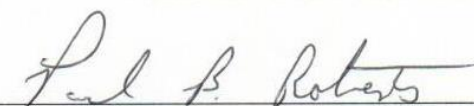
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Abstract

EXPLORING MILLENNIAL GENERATION EMPLOYEES' AND MANAGEMENTS' PERSPECTIVES OF THE POTENTIAL OVERUSE OF SMARTPHONES IN THE WORKPLACE BY THE MILLENNIAL GENERATION

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The Millennial Generation is entering the workforce at a rapid rate. This generation has grown up with technology and many Millennials have smartphones. As a result of the Millennial Generations knowledge and desire to use a smartphone, many organizations have begun exploring ways to embrace or combat smartphone behavior; however, many organizations are still struggling to recognize and understand the implications to both the employee and the company.

This research study explored the potential overuse of smartphones in the workplace by the Millennial Generation. The study described the specific use of smartphones by this Generation to better understand whether they were used for non-work-related or work-related reasons. The study also explored managers' perspectives on smartphone use by the Millennial Generation employees in their organizations.

A basic qualitative research methodology was used to answer two research questions. Purposeful sampling was used to identify the Millennial and manager participants for this study. This included a total of 11 Millennials and eight managers of Millennials. The Millennials were also asked to keep a smartphone log of their usage

during a full workweek. Using NVivo, the researcher analyzed the data and identified themes for the Millennials and managers of Millennials.

The study yielded five major themes for each set of participants and these themes were then grouped together to identify similarities and differences. The study found that the Millennials did not believe they overused their smartphones during the workday while the manager participants believed overuse was prevalent.

Chapter One

Introduction

The purpose of this research study is to explore the potential overuse of smartphones in the workplace by the Millennial Generation using a qualitative approach. The study will describe the specific use of smartphones by this generation to better understand whether they are used for non-work-related or work-related reasons. Additionally, this research study will explore a manager's perspective on smartphone use by the Millennial Generation employees in his or her organization.

With the desire to attract, retain, and motivate the Millennial population, Human Resource Development (HRD) professionals and organizational managers will better understand the appeal of using smartphones in the work environment. HRD managers will be more informed regarding the usage of these devices, which will give them insight toward finding the best solution for the company as a whole.

Background to the Problem

The workplace today is comprised of four different generations (Twenge, Campbell, Hoffman, & Lance, 2010). A generation is defined as an "identifiable group (cohorts) that shares birth years, age, location, and significant life events at critical developmental stages (times) divided by five to seven years into first wave, core group, and last wave" (Kupperschmidt, 2000, p. 66). This includes the Silent Generation, the Baby Boomers, Generation X, and the Millennial Generation. The Millennial Generation has also been referred to as Generation Y, Generation.com, Boomer Babies, Generation Why, Generation Tech, Generation Next, Generation 2000, Generation XX, and Echo Boom (Howe & Strauss, 2000). Regardless of the name, the Millennial Generation is the

largest group to enter the workforce since the Baby Boomers (Hutchinson, Brown, & Longworth, 2012). The beginning and end dates of the Millennial Generation vary greatly (Smola & Sutton, 2002). Although scholars debate the dates, this group is generally defined as people born during the 1980s and the late 1990s (Levenson, 2010). More specifically, 1982 to 1999 is said to capture the Millennial Generation (Twenge et al., 2010).

As the Millennial Generation enters the workplace at a rapid rate, understanding how to attract, retain, and motivate this Generation is important for managers (Levenson, 2010). Organizations and their leaders who ignore retaining the Millennial population can potentially be left with an understaffed, less qualified workforce, which may hurt their competitiveness (Rappaport, Bancroft, & Okum, 2003).

When discussing methods to attract and retain the Millennial Generation, it is imperative to learn and understand the needs of the population. According to Bannon, Ford, and Meltzer (2011), the “challenge for businesses will be to motivate the Millennials by playing to their technological strengths, embracing social networking relationships, celebrating their diversity, and helping them balance work and family” (p. 65). Therefore, understanding the characteristics of the Millennial Generation is important for HRD professionals and organizational managers to recognize.

The Millennial Generation is known for being tech-savvy (Holt, Marques, & Way, 2012). This generation uses Google Scholar rather than going to the library, websites such as Wikipedia for dictionaries, and e-books instead of the traditional textbooks or books (Holt et al., 2012). This generation also grew up with the commercialization of cellular technology in the early 1980s (Harman & Sato, 2011). As

cellular technology has advanced, new devices have become popular. In particular, the smartphone has gained attention. Smartphones are defined as “electronic devices that combine the universal mobile phone and the personal computer” (Hu, Lu, & Tzeng, 2014, p. 4401).

According to Marc Andreessen, founder of Netscape, “The smartphone revolution is under-hyped, more people have access to phones than access to running water. We’ve never had anything like this before since the beginning of the planet” (Lee, Chang, Lin, & Cheng, 2014). Approximately 64% of American adults in 2014 had a smartphone (“Mobile Technology Fact Sheet,” n.d.). Approximately 83% of Americans ages 18-29 and 74% of Americans ages 30-49 have smartphones (“Mobile Technology Fact Sheet,” n.d.). These two age ranges make up the Millennial Generation and demonstrate a high desire to own such a device.

Smartphones allow people to stay connected to friends and family in numerous ways. A common example includes navigation of social networking sites such as Facebook and LinkedIn (Deal, Altman, & Rogelberg, 2010). They also provide the ability to browse websites quickly, receive and send text messages, check and respond to e-mails, and easily find directions (Gibbs, 2014; Roberts, Pullig, & Manolis, 2015). Additionally, users can shop, pay bills, make phone calls, listen to music, explore dating relationships, watch movies, take pictures, read books, and access Mobile Applications (apps) from a smartphone (Deal et al., 2010; Friedman & Friedman, 2013; Hu et al., 2014; Mims, 2012).

According to McWhorter (2010), “technology is embedded in our everyday lives” (p. 624). Thus, the ability to disengage from the devices can be challenging. According to

a study by Websense Inc., an average of 3.24 hours per week is wasted by employees looking at websites that do not pertain to their work (Young, 2011). This can all be done from a smartphone because of the phone's capability to access the Internet. Additionally, "unrestricted and unmanaged Internet access by employees can lead to dire consequences in the form of wasted time, lost productivity, misappropriation of resources, reduced morale, and the risk of diminished corporate reputation" (Stewart, 2000, p. 46). The potential for e-harassment, cyber bullying, and both legal and financial liabilities also exists (Hall & Lewis, 2014; Stewart, 2000).

As a result, mobile phones in general have been banned in places where use is considered dangerous. Places such as hospitals, airplanes, and school zones have prohibited the use of smartphones. This effort to ban smartphones has made its way into other workplaces as well. However, this has not stopped people from staying connected to their devices.

According to Young (2011), people who are addicted to their devices tend to neglect important activities, and ignore that a problem exists. When out of sight, users will constantly think about the missing device, which causes anxiety and restlessness (Young, 2011). HRD professionals and employers are then faced with monitoring such devices, which is difficult to do successfully (Young, 2011). As the data shows, most Millennials use smartphones; therefore, understanding their potential overuse of this technology is important for organizational leaders to examine, which indicates that further research is needed ("Mobile Technology Fact Sheet," n.d.).

Statement of the Problem

Although Generation X appears to be next in line for high-level positions in the workplace, the Millennial Generation is the current focus of recruitment and retention concerns both world- and industry-wide (Chung & Fitzsimons, 2013). Millennial research shows that this generation has been shaped by technology and is dependent (Thompson & Gregory, 2012). Additionally, most Millennials depend on technology by keeping their phones nearby 24 hours a day (Bannon et al., 2011). Many Millennials also enjoy multi-tasking because they are used to balancing numerous activities at once (Bannon et al., 2011). Given that Millennials have a difficult time separating from their phones, in general, exploring the Millennial Generation's use of the smartphone at work is worthy of future research.

Existing literature discusses the addiction and abuse of technology, social media, phones, and the Internet (Beard, 2002). However, looking specifically at the potential overuse of smartphones at work is an area that needs to be examined more in-depth because it captures the desire to be on the Internet along with the desire to use the functions of a phone, such as making calls and text messaging. It has yet to be determined if the potential overuse of smartphones in the workplace has a more negative effect on the Millennial Generation when compared to other generations. Exploring the potential overuse of smartphones by the Millennial Generation can help managers better understand their employees' characteristics and allow for necessary policy and training improvements to enhance the organization.

Purpose of the Study

The purpose of this study will be to explore the potential overuse of smartphones in the workplace by the Millennial Generation. The study will describe the specific use of smartphones by this generation to understand whether they are used for non-work-related or work-related reasons. The study will also explore whether the use of smartphones has a negative or positive effect on an organization.

Additionally, the study will explore a manager's perspective on smartphone usage by the Millennial Generation employees working in his or her organization. With the goal of retaining and motivating the new generation of employees, managers and HRD professionals may better understand the needs Millennials have for using these devices. Through a better comprehension of their needs, the managers will be able to improve attracting, retaining, and motivating the Millennial Generation for future employment.

Theoretical Framework

The two theories underpinning this study are Social Exchange Theory and Social Cognitive Theory. The first theory, the Social Exchange Theory, will be used to focus on the relationship between an established organization and the new generation of employees coming into the workforce. This theory, as developed by Peter Blau (1964), Social Exchange Theory can “underlie relations between groups as well as those between individuals; both differentiation of power and peer group ties; conflicts between opposing forces as well as cooperation; both intimate attachments and connections between distant members of a community without direct social contacts” (p. 4). The second theory, the Social Cognitive Theory (SCT), will help in generating a better understanding of the Millennials' attachment behavior to their smartphone devices and how that affects their

ability to retain work within an organization. This theory, as introduced by Albert Bandura (1986), is considered a powerful theory of human behavior (Bandura, 1986; Venkatesh, Morris, Davis, & Davis, 2003). Two of the core constructs of this theory can be used in this study. The first construct relates to the cognitive influence on behavior. The second construct is modeling of a behavior. Social Exchange Theory and Social Cognitive Theory will be discussed further in the next chapter.

Research Questions

The research study examines two different perspectives. First, the study examines the perspective of the Millennial Generation employee. Second, the study examines the view from the perspective of the manager. This study seeks to answer the following questions:

1. How do Millennial Generation employees describe their use of smartphones in the workplace?
2. How do managers describe smartphone use by their Millennial employees in the workplace?

Overview of the Design of the Study

For this research study, a basic qualitative approach will be taken. According to Merriam (2009), “the overall purposes of qualitative research are to achieve an understanding of how people make sense out of their lives, delineate the process (rather than the outcome or product) of meaning-making, and describe how people interpret what they experience” (p. 14). Rather than a quantitative study, a qualitative approach will help the researcher identify the perceptions of the participants through their own words

through the interview process (Ruona, 2005). The perceptions will be captured through face-to-face interviews.

To better develop the design of the future research study, a pilot study was conducted to refine the interview questions and research questions. The pilot study included 15 students from the University of Texas at Tyler who were enrolled in a Ph.D. summer course. Each participant responded to focus group questions, an online survey, and to written interview questions. All questions were self-developed by the researcher and deployed during the summer session within a two-month period. The pilot study results will be discussed in Chapter four.

This study will focus on the two research questions mentioned previously. Purposeful sampling will be used in this study because the researcher wants to “discover, understand, and gain insight and therefore must select a sample from which the most can be learned” (Merriam, 2009, p. 77). There will be two groups of participants: Millennials and managers of Millennials. The Millennial employees include anyone born between 1982-1999 (Twenge et al., 2010). The managers being interviewed must supervise at least one Millennial employee. Additionally, both sets of participants will be smartphone users and full-time employees.

Each participant will be interviewed face-to-face at a place to be determined by the participant. The interview will be held in a conference room setting within Dallas/Fort Worth metropolitan area. The interviews will be conducted within a three-week period or until saturation has been met. Additionally, each Millennial employee will be asked to complete a log of smartphone use for one week to provide more data for the researcher.

Each interviewee will sign a consent form prior to the interview to ensure the requirements are understood.

Data collection will begin by contacting organizations through e-mail to identify participants. Once identified, the interviews will occur and will be transcribed. The researcher will include observations, field notes, and a personal log from each Millennial employee. For data analysis, the researcher will code the documents to identify themes. The researcher will then use NVivo to assist in the analysis.

Significance of the Study

The study proposed has implications for both research and practice. Many efforts have been spent on understanding how to attract, retain, and motivate Millennial Generation employees because they are rapidly entering the workplace (Hutchinson et al., 2012; Levenson, 2010). Given that four generations exist in the workplace, HRD managers must adapt to smartphone use to produce a more cohesive environment for all employees. Understanding the Millennial Generation is imperative in order to eliminate unnecessary hiring costs and lost talent due to the loss of employees (Stewart, 2000). An organization that is not proactive and fails to recognize the technology use behavior of the Millennial Generation can find itself reacting as technology use, abuse, and addiction become more prevalent.

This study informs HRD professionals and organizational managers of the reasons why Millennial Generation employees are on their smartphone devices. Given that this generation may appear glued to their smartphones, separating non-work-related and work-related activities will be a challenge for managers as technology becomes a larger part of everyday life (McWhorter, 2010). According to Young (2011), “without the

ability to monitor mobile devices, employees could sit in their office and cubicles to Facebook, Twitter, and YouTube all day without the watchful eye of the employer” (p. 26). This allows organizations to determine techniques to eliminate or encourage the behavior when implementing new strategies for their organizations.

This insight may allow managers to train employees on appropriate smartphone usage at work and how this impacts the organization in terms of time, money, and productivity. Additionally, this study serves to make managers more aware of their own behaviors and the examples they are setting for their employees. Millennial employees who watch their managers overuse smartphones at work may mimic this behavior and assume it is acceptable. To eliminate the behavior, organizations can investigate training workshops and enforce strict policies to reduce the temptation of using the device during work. Another alternative for organizations is to explore open workspaces rather than individual offices or closed cubicles.

However, if managers unsuccessfully implement training and policies to prevent this action, one possibility for embracing the potential overuse is to design a company-specific Mobile Application for the smartphone. In other words, if you cannot stop Millennials from using the device, a manager may encourage the use of the device if it is used as a technique to increase sales, efficiency, or productivity.

Many organizations provide smartphones to their employees to perform work-related tasks. This research will provide insight to managers regarding this decision. From a productivity standpoint, managers must determine whether a company-issued smartphone is a net-positive for the organization.

For many employees, the workday does not end when they leave their jobs. Organizations that provide smartphones often do so because they want access to employees at any time. However, this can interfere with an employee's personal life and lead to difficulties with balancing work and personal time (D'Abate, 2005). Consequently, Millennial employees may feel entitled to use their smartphones during the workday if they are required to be available via smartphone after work hours. This is a work-life balance issue organizations need to consider when supplying company-issued smartphones to employees.

Finally, academic research on smartphones is limited (Hu et al., 2014; Kwon et al., 2013). Recent studies have focused on functions of a phone such as the Internet and usage (Bianchi & Phillips, 2005; Young, 2011). However, few studies have addressed smartphone use in the workplace. Quantitatively, instruments such as the Mobile Phone Problem Usage Scale and the Mobile Phone Use Survey only address mobile phones, while the smartphone Addiction Scale focuses on addiction (Bianchi & Phillips, 2005; Kwon et al., 2013). Therefore, this study enhances literature by adding qualitative research on both the Millennial Generation and smartphone use.

Limitations of the Study

This study is subject to possible limitations that may hinder the outcome of the research. First, the study will use self-reported data because each participant will describe his or her personal experience with smartphone devices. A Millennial Generation employee may not recognize his or her own behavior, which can alter the accuracy of the results. Managers will then describe their view of smartphone use in the workplace.

Managers may not visibly see employees consistently, which can limit the accuracy of the answers.

Second, the study will ask each Millennial participant to keep a personal log of smartphone use at work. The reason for the personal log is to identify the purpose behind using a smartphone during the workday. Participants may forget to document the personal log due to increased job demands. Participants may also intentionally not document use for concern of being judged by the researcher. The researcher will explain the purpose of the personal log to eliminate any fear and to explain that it will be a valuable tool for attempting to accurately present smartphone use.

Finally, the researcher's status as a Millennial and a smartphone user poses challenges to eliminating potential biases. According to Flick (2013), the transcription process is "selective and entails the inevitable risk of systematic bias of one kind or another" (p. 66). Therefore, potential bias when transcribing the interviews provides a possible limitation to the study.

Definition of Terms

Generation – "identifiable group (cohorts) that shares birth years, age location, and significant life events at critical developmental stages (times) divided by 5-7 years into first wave, core group, and last wave" (Kupperschmidt, 2000, p. 66)

Millennial Generation – defined as individuals born between 1982 and 1999 and also referred to by the names Generation Y, Gen Y, Boomer Babies, Generation Tech, Generation.com, Generation Why, and Generation XX (Howe & Strauss, 2009; Twenge, 2010)

Smartphone – “electronic devices that combine the universal mobile phone and the personal computer” (Hu et al., 2014, p. 4401)

Mobile Phone Addiction – a form of technology addiction categorized as a problematic behavior (Salehan & Negahban, 2013)

Social Media – “includes social networks, blogs, forums, gaming sites, video and photo sharing, virtual worlds, and more” (Aichner & Jacob, 2015, p. 258)

Overuse – “To use too much or too often” (Overuse [Def. 1])

Organization of the Dissertation

This dissertation will be organized in a five-chapter format. Chapter one includes a brief introduction to the purpose of the study and the background. Chapter two provides a review of relevant literature associated with this research study, including the domains of generations, an in-depth review of the Millennial Generation, and two theories to underpin the research. Additionally, the second chapter includes sections on smartphones, Millennials and smartphones, and the impact of smartphones. Chapter three will discuss the overall design of the qualitative study, including the purpose of the study, research questions, a biography of the researcher, pilot testing information and results, data collection, data analysis, reliability and validity from a qualitative perspective, and limitations. Chapter four will then provide the results of the qualitative study, and chapter five will discuss the significance of the study and areas for future research.

Summary of the Chapter

Chapter one briefly discussed the background to the problem and statement of the problem for this research study. The chapter included theoretical framework, the purpose of the study, and a concise overview of the design, significance of the study, and

limitations for this study. Research questions and definitions of key terms were identified and chapter one concluded with details regarding the organization of the dissertation.

Chapter Two: Literature Review

Introduction

The following literature review will examine existing literature related to the four generations, with specific emphasis on the Millennial Generation. Given the focus of the study is on the Millennial Generation, the review will then discuss smartphones and address their connection to the Millennial Generation. In addition, this review will discuss the impact of smartphone use in the workplace and their impact on the Millennial Generation.

Generations

Currently, there are four generations in the workplace (Twenge et al., 2010). This includes the Silent Generation, the Baby Boomers, Generation X, and the Millennials (Twenge et al., 2010). Generations are born within a certain range of birth years (Murphy, 2012). According to Joshi, Dencker, Franz, and Martocchio (2010), generations fall into three categories: a cohort-based identity, an age-based identity, or an incumbency-based identity.

Many studies show that generations share similar life experiences (Schullery, 2013). A generation experiences the same world events, natural disasters, and economic conditions (Schullery, 2013). Generations are also influenced by pop culture, parents, and peers (Twenge et al., 2010). Additionally, generations develop their own characteristics such as values, attitudes, and behaviors (Kupperschmidt, 2000). These characteristics influence “how they spend their money; their attitude toward authority and organizations; what they want and need from work; how they expect to meet these work-related needs and wants; and their attitude toward marriage and family responsibilities”

(Kupperschmidt, 2000, p. 66). According to Eversole, Venneberg, and Crowder (2012), a multigenerational workforce will require organizations to recognize the differences and similarities of the generations for cohesiveness.

Silent generation. The oldest generation in the workplace is the Silent Generation (Egri & Ralston, 2004). This group is also called Traditionalists and Matures (Lieber, 2010; Parry & Urwin, 2011). The Silent Generation was born between 1925 and 1945 (Twenge, 2010). Many people in this age group grew up in a traditional family environment and married at a young age (Kupperschmidt, 2000). The traditional family environment included gathering around the radio to listen as life events occurred because the television was a luxury item (Kupperschmidt, 2000). The life events this generation experienced included the Great Depression and World War II (Egri & Ralston, 2004). They also lived through the Korean War and the rise of labor unions (Lieber, 2010). Due to these experiences, the Silent Generation tends to prefer security rather than taking risks in life (Egri & Ralston, 2004).

Although they are the oldest generation working, there were over 1 million workers over the age of 75 in 2010 (Lieber, 2010). This generation tends to believe work is valuable and a duty that needs to be done (Kupperschmidt, 2000). Therefore, the Silent Generation is loyal to their workplace and believes both vacation time and rewards have to be earned rather than given freely (Kupperschmidt, 2000).

Baby boomers. The next generation, known as the Baby Boomers, was born between 1946 and 1964 (Twenge, 2010). The Baby Boomers, often called Boomers, grew up post World War II and experienced unprecedented prosperity and affluence (Egri & Ralston, 2004). The Boomers experienced the Vietnam War, the Cold War, Woodstock,

and the Civil Rights Movement (Lieber, 2010). In addition, the Baby Boomers grew up with the space race and women's liberation (Glass, 2007). This group challenged ideas, protested, and rejected social norms (Kupperschmidt, 2000). Boomers are also said to be anti-authoritarian (Yang & Guy, 2006). Many of these events helped shape an optimistic outlook for the Boomers (Glass, 2007).

In regard to technology, the Boomers experienced the rise of television in addition to the radio (Lieber, 2010). Technology was viewed as a commodity for this generation (Kupperschmidt, 2000). In fact, less than 15% of American households had televisions in 1950 (Schullery, 2013).

According to Parker and Chusmir (1990), the Baby Boomers are described as individualistic and desire to grow personally. From a work perspective, Boomers put a high priority on their careers at a young age (Twenge et al., 2010). This Generation views work as meaningful and purposeful and are often labeled as being strong-willed (Kupperschmidt, 2000). The desire to have a meaningful career is more important to Boomers than having just a job (Yang & Guy, 2006). This workaholic nature means the Boomers value promotions and titles in their jobs (Kupperschmidt, 2000). Being driven, Boomers tend to require little feedback in the workplace (Glass, 2007). Although many Boomers are looking for new careers, many will be exiting the workplace in the near future (Eversole et al., 2012).

Generation X. As the Baby Boomers retire from the workforce, the following generation, Generation X, will fill Baby Boomer positions along with the Millennials. Generation X is also referred to as Gen Xers or Gen X (Schullery, 2013). Generation X was born between 1965 and 1981 (Twenge, 2010). Generation X experienced the AIDS

epidemic and the fall of the Soviet Union (Twenge et al., 2010). Generation X also experienced Operation Desert Storm, the Challenger disaster, and the Los Angeles riots (Lieber, 2010). Unlike the previous generation, Generation X saw distress and economic prosperity at times due to the recession and downsizings (Kupperschmidt, 2000). Downsizing resulted in family members losing jobs, which contributed to this distress (Twenge et al., 2010).

In addition to the economic issues, this generation witnessed an increase in the divorce rate due to family disruptions (Kupperschmidt, 2000). As the family dynamic shifted, Gen Xers started to receive the label of “latchkey kids” meaning they went home after school to let themselves in the house (Schullery, 2013). During this unsupervised time, Gen Xers often watched television and waited until a parent returned home from work (Schullery, 2013). A trend in blended families also became more common for this Generation (Gursoy, Chi, & Karadag, 2013).

Generation X is said to be as well as or better educated than previous generations (Eversole et al., 2012). Gen Xers are realists, self-reliant, independent, resourceful, and tech-savvy (Kupperschmidt, 2000). This Generation is often more skilled in information technology when compared to previous generations (Eversole et al., 2012). Gen Xers were shaped by personal computers, MTV, and video games, which contributes to their tech-savvy nature (Lieber, 2010).

In a work environment, Generation X has some skepticism toward organizations (Eversole et al., 2012). Gen Xers often view work as a job and expect a balance between both work and life (Kupperschmidt, 2000). Much of the desire to have a balance between work and life is due to watching their Boomer parents sacrifice for the companies for

which they worked (Gursoy et al., 2013). This developed a sense of cynicism and resiliency among the Gen Xers to be different (Gursoy et al., 2013; Kupperschmidt, 2000). The increase in technological advances also means employees are expected to work everywhere; consequently, Generation X employees tend to feel they need to fight for balance (Glass, 2007).

This Generation realizes money is needed for leisure, which means work is something that has to be done (Kupperschmidt, 2000). When compared to Boomers, Gen Xers tend to prefer coaching and mentoring from their managers and supervisors (Kupperschmidt, 2000). An environment that creates a sense of belonging and fosters teamwork is important to Generation X (Yang & Guy, 2006). Gen Xers desire challenging work with a mixture of freedom (Kupperschmidt, 2000). Additionally, micromanagement is not the preferred style of management desired by this generation (Kupperschmidt, 2000).

Generation Y/millennials. The final generation is Generation Y, or the Millennial Generation (Quatro, 2012). The Millennial Generation is the newest generation to be hired in the workplace (Quatro, 2012). The Millennial Generation has been called Generation Y, Gen Y, Boomer Babies, Generation Tech, Generation.com, Generation Why, and Generation XX (Howe & Strauss, 2000). Millennials are generally defined as the people born during the 1980s and the late 1990s (Levenson, 2010). More specifically, 1982-1999 is said to capture the Millennial Generation (Twenge et al., 2010). This means the youngest Millennials are approximately 17-years-old and the oldest are about 34-years-old.

The Millennials are on track to become the most educated generation in American history (Bannon et al., 2011). This generation continues education after high school, and many attend graduate school to further their knowledge (Bannon et al., 2011). The Millennials are also considered the most culturally diverse generation to date (Holt et al., 2012).

Much attention has been given to the Millennials because they are the largest group to enter the workforce since the Baby Boomers (Hutchinson et al., 2012). The Millennial population includes 75-million people either currently in the workforce or about to enter the workforce, which is about 30 percent of our current population (Clausing, Kurtz, Prendeville, & Walt, 2003; Holt et al., 2012). This Generation currently makes up approximately 10 to 15 percent of the United States' workforce, which is expected to increase in the next few years as many of the Millennial Generation will graduate from college or from high school (Bannon et al., 2011).

The Millennial Generation has some unique characteristics when compared to the previous three generations. Technology, political and economic turmoil, helicopter parenting, and constant feedback have shaped this generation (Thompson & Gregory, 2012). The difference between this generation and others is the result of many factors, including "the accelerated speed of everything, the multiplicity of communication devices, and increased traveling opportunities" (Holt et al., 2012, p. 81). The Millennial Generation experienced 9/11 terrorist attacks, the Oklahoma City bombing, school shootings, the United States-led war on terror, and corporate scandals such as Enron (Lieber, 2010).

Many believe the uniqueness of the Millennials is due to the parenting they received when growing up (Thompson & Gregory, 2012). Parents of Millennials were protective of their children and tried to keep them from both life-threatening events and also events that might hurt their image, such as failure (Schullery, 2013). Compared to other generations, Gen Y experienced a high amount of parental nurturing growing up (Holt et al., 2012). In addition, the American Millennials grew up in a school system that promoted self-esteem, which gives this generation a high amount of confidence (Glass, 2007).

Many believe Gen Y is disloyal, needy, and casual (Thompson & Gregory, 2012). They have also been described as sheltered and conventional (Nambiyar, 2014). Traits such as a high sense of self-esteem and self-centeredness have also been used to describe Gen Y (Holt et al., 2012). In return, some Millennials have been labeled as impatient regarding moving up the corporate ladder, which increases their tendency to leave the organization when compared to previous generations (Chaudhuri & Ghosh, 2012; Thompson & Gregory, 2012). Additionally, some data shows Millennials feel a higher level of entitlement (Culpin et al., 2015).

Despite numerous negative characteristics, there are positive characteristics the Millennial Generation portrays as well (Thompson & Gregory, 2012). For example, Millennials tend to be able to multitask with ease and are very team-oriented (Holt et al., 2012). They also tend to be resilient and embrace diversity and cultures (Bannon et al., 2011; Chaudhuri & Ghosh, 2012). The Millennials are confident, ambitious, cautiously optimistic, and enthusiastic (Donnison, 2010; Eisner, 2005). The Millennial Generation values relationships with both friends and family (Cleyle, Partridge, & Hallam, 2006).

The Millennial Generation tends to have an entrepreneurial spirit, a solid work ethic, and is in a hurry for success (Eisner, 2005; Meister & Willyerd, 2010). This creates a sense of optimism about life and what the Millennials can achieve in the future (Cleyle et al., 2006).

Millennials tend to prefer less formal workplaces that allow for flexible work environments, whether by working remotely at times or in more open environments (Bannon et al., 2011). In addition, “having the flexibility to get things done, on-site or remotely, synchronously or asynchronously, is what they expect” (Quatro, 2010, p. 327). The ability to leave the workplace to have kids, travel, or hang out with friends is appealing to Millennials (Twenge et al., 2010). Finding a job that accommodates both family and personal life is ideal (Twenge et al., 2010). Unlike previous generations, the Millennial mentality is to live to work instead of work to live (Quatro, 2012). To sum up the Millennial perspective, the boundary between work and life is blurred and the same goes for on-the-clock time versus personal time (Quatro, 2012).

In the workplace, Millennials enjoy sharing their opinions and giving suggestions (Smola & Sutton, 2002). They desire to be creative and to be involved in creating solutions to complex problems (Holt et al., 2012). The creative side of the Millennials falls in line with the desire to discover ways to complete tasks rather than follow descriptive details (Kilber, Barclay, & Ohmer, 2014). Millennials value making a contribution and desire to find a company that values professional growth (Ng, Schweitzer, & Lyons, 2010). They seek to find both interesting work and ways to grow (Holt et al., 2012).

Although money appeals to this generation, Millennials place importance on the values and mission by which a company stands (Ng et al., 2010). The organization's value and mission are more important than maximizing shareholder return (Quatro, 2012). Millennials also look for an environment that fosters engagement with their boss (Quatro, 2012). Millennials crave feedback and want to know they are performing their job correctly (Bannon et al., 2011; Holt et al., 2012). Millennials tend to like reinforcement and prefer to have frequent deadlines that create a sense of urgency for assignments (Holt et al., 2012). They seek attention from their boss and from the people working closely around them (Farrell & Hurt, 2014). Millennials do care about performance, need timely feedback, and prefer coaching from management on an ongoing basis (Quatro, 2012).

The Millennial Generation “leads an integrated life” due to technology (Quatro, 2012, p. 324). According to Holt et al. (2012), Millennials are known for being tech-savvy like the previous generation and are the first to “experience only a post digital and globalizing world” (Bannon et al., 2011, p. 61). As a result, Millennials are open to trying new technologies and are not afraid of the next thing (Wesner & Miller, 2008). Although the Millennial Generation grew up with computers, as televisions were pushed to the side, they were influenced by both reality TV and social networking (Lieber, 2010; Schullery, 2013).

Millennials have experienced constant computer access, which has made finding information easy and available at all times (Schullery, 2013). In fact, the Millennials only know how to get information quickly (Twenge et al., 2010). While most Millennials prefer e-mail as a form of communication, the younger Millennials also favor text

messaging (Glass, 2007). Regardless the age of the Millennial, most prefer to communicate electronically rather than face-to-face (Glass, 2007).

Theoretical Framework

Two main theories will underpin this study. Social Exchange Theory, or SET, will be the first theory used in this study. According to Peter Blau (1964), Social Exchange Theory can “underlie relations between groups as well as those between individuals; both differentiation of power and peer group ties; conflicts between opposing forces as well as cooperation; both intimate attachments and connections between distant members of a community without direct social contacts” (p. 4). According to Cropanzano and Mitchell (2005), “one of the basic tenets of SET is that relationships evolve over time into trusting, loyal, and mutual commitments” (p. 875). Thus, if managers have a trusting relationship with their employees, it will impact how they view smartphone use in the workplace. Therefore, a manager may not recognize smartphone overuse or care about it if the job performance of the employees is not negatively affected by its use.

The second theory used is Social Cognitive Theory, or SCT. SCT was introduced by Albert Bandura and is considered a powerful theory of human behavior (Bandura, 1986; Venkatesh, Morris, Davis, & Davis, 2003). Two of the core constructs of this theory can be used in this study. The first relates to the cognitive influence on behavior, specifically the outcomes in which “individuals are more likely to undertake behaviors they believe will result in valued outcomes than those which they do not see as having favorable consequences” (Compeau & Higgins, 1995, p. 191). This means that employees of the Millennial Generation are more likely to use their smartphone in the

workplace if they believe the result of using the device has better outcomes than using an alternative method or not using a device at all.

The second construct of this theory that can be applied to this study is modeling of a behavior. According to Compeau and Higgins (1995), Social Cognitive Theory literature has suggested, “observing others performing a behavior (behavior modeling) is a powerful means of learning” (p. 120). Thus, if a Millennial employee witnesses fellow colleagues or superiors using a smartphone in the workplace to perform tasks, the employee may model this behavior to achieve the task at hand.

Smartphones

Smartphones are electronic devices that allow one to experience both a mobile phone and a personal computer at the same time (Hu et al., 2014). According to Oulasvirta, Rattenbury, Ma, and Raita (2012), smartphones are considered personal handheld computers that are “equipped with persistent network connectivity and supporting the installation of new applications” (p. 105). Customers are given numerous options when selecting a smartphone. However, most people in the market for a smartphone look for either an iPhone or Android (Spoonauer, 2015). Approximately 64% of American adults in 2014 had a smartphone (“Mobile Technology Fact Sheet,” n.d.).

Smartphones allow people to stay connected to friends and family, navigate social media sites, surf websites within seconds, check and respond to e-mail, take pictures, access Mobile Applications, read books, shop, pay bills, send and receive text messages, call, listen to music, find dating relationships, watch movies, and more (Deal et al., 2010; Friedman & Friedman, 2013; Hu et al., 2014; Mims, 2012).

Additionally, there are numerous functionalities of smartphone devices that make the device desirable. Some research shows these devices have replaced alarm clocks, Global Positioning Systems (GPS), pocket dictionaries, digital cameras, newspapers, books, voice recorders, television, iPod or other music playing devices, radios, and video gaming devices (Mims, 2012). Another benefit of a smartphone is the ability for a person to carry the device in a pocket, unlike a personal computer.

Smartphone capabilities. One of the most common uses of a smartphone is to communicate, which can be done in various ways. For example, the functionality of e-mail allows users to contact each other no matter the distance (Yamamoto & Ananou, 2015). Smartphones also allow users to make phone calls. Additionally, text messaging is a way to communicate without making noise, gestures, or showing emotion. According to Forgays, Hyman, and Schreiber (2013), texting has become more popular than phone calls in younger users.

Smartphones contain access to the Internet, which is a form of technology that is praised for enhancing communication from a distance (Beard, 2002). In the workplace, the Internet is ideal to stay competitive due to its accessibility and speed (Chen, Chen, & Yang, 2008). The Internet provides social and educational benefits (Beard, 2002). Socially, Internet users can communicate with each other. Educationally, the Internet allows people the ability to learn new information quickly and access to a wealth of information. Many institutions also use the Internet to provide classes to students from a distance at a lower cost (Friedman & Friedman, 2013). Access to the Internet allows users to search websites and use Mobile Applications (“Understanding Mobile Apps,” 2011).

Mobile Applications are programs that enhance a smartphone user's experience ("Understanding Mobile Apps," 2011). Mobile Application stores provide an area for users to search and download apps directly from their smartphones. According to the U.S Mobile App Report, the top five mobile apps by U.S. visitors were Facebook, YouTube, Google Play, Google Search, and Pandora (Perez, 2014).

Most current smartphones have a camera feature that typically includes an inward facing camera and an outward facing camera, which allows users to take pictures from either direction. Additionally, videos can be taken from the device, which eliminates the need for a separate camera or video camera. This feature can be combined with a phone call and allows users to simultaneously broadcast themselves in real time to those on the other end of the phone call. This is often referred to as video chatting and is a convenient way to communicate instantly from a distance through the smartphone (Yamamoto & Ananou, 2015).

Smartphone devices have now become the primary device for navigation (Gibbs, 2014). With advances in technology, paper maps and portable navigation systems such as TomTom and Garmin are being phased out (Gibbs, 2014). Smartphones have a GPS that allow users to find directions to destinations with ease (Hu et al., 2014). Approximately 74% of smartphone owners use the GPS function ("Mobile Technology Fact Sheet," n.d.).

Smartphones have become a primary tool for checking time, which has decreased the need for household alarm clocks and personal watches (Gibbs, 2014). Smartphones update from mobile networks and include daylight savings time and different time zones (Gibbs, 2014). Alarm clocks are being eliminated because the smartphone allows users to

set multiple alarms with ease and incorporate different sounds or music (Gibbs, 2014). A study conducted by IDC in 2013 assessed how quickly smartphone users check their phones after waking up. Almost 80% of 7,000 respondents checked their smartphones within 15 minutes of waking up (IDC, 2013). This number was nearly 90% for 18-24 year olds (IDC, 2013). In addition, 74% immediately grab their smartphone after waking up and over 50% use it as an alarm clock (IDC, 2013).

Through various mobile apps, smartphone users can have access to television shows, movies, and music. Thus, the smartphone can eliminate the need for a television, DVD player, and radio. Through sites such as Pandora and Spotify, music can be streamed for free to smartphone users through their devices (Doi, Mason, & Wiercinski, 2011).

Social media. Accessing social media through mobile phones is a common occurrence in everyday life (Cabral, 2011). For the Millennial Generation, social media has become a high priority and increasingly fuels satisfaction amongst users (Cabral, 2011). Social media provides a virtual environment for users to share comments, photos, news, stories, videos, or other information while receiving social support and influence from other social users (Leung & Li, 2015). According to Aichner and Jacob (2015), social media includes social networks, blogs, forums, gaming sites, video and photo sharing, virtual worlds, and more (p. 258).

Although social media platforms can be accessed from a computer, smartphones are often used for social media purposes due to the ease of access (Leung & Li, 2015). Social media has increased the desire to use a smartphone while decreasing some of the most common functions of the device. For example, “Social media sites provide the

updates one would receive from a phone call or a face-to-face conversation, but by checking social media first, one is provided with these answers without any authentic dialogue” (Cabral, 2011, p. 10).

Friedman and Friedman (2013) concluded that social media can be described by five different features including “communication, collaboration, community, creativity, and convergence” (p. 4). For communication, many social media users engage in sites such as Facebook, LinkedIn, Twitter, Instagram, and Pinterest (Sundar & Limperos, 2013). These sites allow users to create and view content all hours of the day (Perloff, 2014).

Facebook is one of the largest avenues for smartphone social networking due to attracting people of all ages (Hall & Lewis, 2014). As of 2013, there were over one billion members in the Facebook community (Hall & Lewis, 2014). Facebook also had over 115.4 million people actively using the Facebook app on a smartphone device (Perez, 2014). As a result of the connection experiences associated with Facebook, a study in 2007 created the Facebook Intensity Scale to identify the level of attitudinal state of the user along with an assessment of time spent on the site (Ellison, Steinfield, & Lampe, 2007). Twitter is another growing form of social networking with over 500 million users since its creation in 2006 (Hall & Lewis, 2014). Smartphones provide an easy way for people to connect through various social media applications (Deal et al., 2010).

For collaboration, sites such as LinkedIn provide a formal environment that allows users to build a professional network with other members by uploading a profile picture, work experience, and skills (Edwards, Stoll, Faculak, & Karman, 2015).

Blogging sites are other forms of social media that enhance collaboration from users (Friedman & Friedman, 2013). Bloggers, a term used for people who blog, publish content on webpages and receive comments from people who search the topic of the blog (Friedman & Friedman, 2013).

According to Hsiao and Chiou (2012), “an online community is a social group in which users or consumers interact with each other on the Internet” (p. 292). For example, sites like Second Life allow users to join a virtual world in different groups (Aichner & Jacob, 2015). This virtual world allows members to create avatars, which enable users to interact socially, learn from each other, and engage in educational activities (Gilbert, Murphy, & McNally, 2011). Second Life is the most popular virtual world and studies have shown an addiction to this site (Gilbert et al., 2011).

Facebook and Twitter also foster communities where groups are better able to keep in touch and interact without having verbal communication (Friedman & Friedman, 2013). One of the most common online communities are gaming communities in which players gather together for various purposes including competition (Hsiao & Chiou, 2012). These gaming communities are voluntary and foster a close connection among active members (Hsiao & Chiou, 2012).

Creativity is seen in many facets of social media. For example, subscribers to sites such as YouTube and Vimeo can create video channels to attract attention, followers, and opinions (Aichner & Jacob, 2015). Additional sites such as Facebook and Second Life allow users to create unique profiles and to edit content to their liking, which fosters creativity. Finally, social bookmarking sites such as Pinterest allow users to save and

organize creative works in a centralized platform using existing Internet content (Aichner & Jacob, 2015).

The final feature of social media, convergence, is the merging of technology where adaptation is necessary to remain relevant in the ever-expanding age of technology (Friedman & Friedman, 2013). Companies have had to adjust their existing strategies and have had to bring them into the digital world through convergence (Friedman & Friedman, 2013). Paper newspapers are less prevalent due to the immediate nature of information output on social media sites. Although newspapers used to be the primary source of information, social media and the Internet have allowed readers to view information within minutes of an event instead of the next day (Friedman & Friedman, 2013).

Additionally, the creation of Mobile Applications has eliminated the need to buy physical copies of books. Books can now be downloaded directly to a smartphone device allowing for one's library to travel with them. Therefore, newspaper and book industries have had to adjust their presence by joining the online community accessible through smartphones (Friedman & Friedman, 2013).

Social media and other forms of technology impact the education arena with the increase in online classes at higher education institutions (Navarro, 2015). According to Abe and Jordan (2013), integrating social media into classroom curriculum may enhance student learning because so many students use social networking sites. However, they do note that smartphones tend to distract students from staying on task (Abe & Jordan, 2013).

A study by Elavsky, Mislán, and Elavsky (2011), utilized Twitter to increase student participation and engagement in a large lecture class. The authors knew it was difficult to tell if students were on their smartphones during class, so they encouraged the behavior. Students were allowed to engage with other students through hashtags related to the class assignments. Although the perception was positive from students, many classmates did not want to participate in the project (Elavsky et al., 2011).

Smartphone use. A vast amount of smartphone capabilities has caused the popularity of smartphones to increase. Consequently, words such as addiction, urgency, impulse, dependency, problematic use, and abuse become more common when referring to smartphone use (Bianchi & Phillips, 2005; Billieux, Van Der Linden, D’Acromont, Ceschi, & Zermatten, 2007).

According to Salehan and Negahban (2013), using technology considerably can lead to addiction. Some research suggests that smartphone use is an addiction as well (Griffiths, 1996; Kwon et al., 2013; Roberts, Pullig, & Manolis, 2015). Addiction is customarily related to a medical model and referred to as a “dependence associated with the ingestion of a substance, either drugs or alcohol” (Bianchi & Phillips, 2005, p. 40). However, some research suggests that addictions to technology are more related to behavioral aspects due to their non-chemical nature (Griffiths, 1996).

Smartphone users often use the device’s functions such as checking e-mails, text messaging, and exploring various websites as a form of distraction from the worrisome nature of everyday tasks, which provides temporary pleasure or relief (Roberts et al., 2015). Similarly, smartphones provide entertainment and a method to relieve stress (Lee

et al., 2014). However, the study by Lee et al. (2014) indicates that compulsive usage of smartphones positively relates to the need for touch and social interaction anxiety.

One form of technology addiction, mobile phone addiction, is categorized as a problematic behavior (Salehan & Negahban, 2013). According to Salehan and Negahban, (2013) “the most prominent example of problematic use is use of mobile phone in legally restricted, socially inappropriate, or hazardous circumstances such as while driving” (p. 2633). However, some studies counter that mobile devices are a form of habit instead of an addiction (Oulasvirta et al., 2012). Thus, an addiction does not cause one to use a device; rather the checking habit increases the usage (Oulasvirta et al., 2012). A study by Roberts et al. (2015) indicates that there is a direct relationship between cell phone addiction and emotional instability.

The scarcity of academic research on smartphones has led some researchers to develop new instruments to better understand smartphone use (Hu et al., 2014; Kwon et al., 2013). The Mobile Phone Problem Usage Scale (Bianchi & Phillips, 2005) was created to measure problematic use with both socialization and addiction. The Mobile Phone Use Survey (Bianchi & Phillips, 2005) focused on psychological factors associated with high levels of mobile phone use. Both studies, however, focus on mobile phones rather than smartphones. A study by Jenaro et al. (2007) created the Internet Over-Use Scale (IOS) and the Cell-Phone Over-Use Scale (COS) to explore usage among college students.

Recently, Kwon et al. (2013) created the Smartphone Addiction Scale (SAS), which is said to be the first scale developed specifically for smartphones. The SAS is an extension of research on Internet addiction from Kimberly Young (Kwon et al., 2013),

which incorporated six different subscales. The SAS study gave each participant a score to assess the level of smartphone addiction. Although the study does not break down addiction levels by age, the study does identify significant differences in scores between level of job and level of education (Kwon et al., 2013). For example, participants who listed their job as a student had higher smartphone addiction scores compared to those who listed their job as a professional. Additionally, participants with graduate degrees had lower scores than those with high school educations.

Millennials and Smartphones

Smartphones encompass the benefits of a universal mobile phone and a personal size computer (Hu et al., 2014). The Millennial age group, those born between 1982 and 1999, depend on technology and want their phones close at all times of the day (Bannon et al., 2011; Twenge et al., 2010). Millennials are the first generation to grow up in a completely digital world and expect to stay connected at all times (Holt et al., 2012). Additionally, Millennials do not like delays in communication. Therefore, the Millennial Generation wants to stay in real time and quickly connect with their peers (Holt et al., 2012).

According to Quatro (2012), “for Millennials, work doesn’t interfere *with* life, it’s integral *to* life” (p. 331). Therefore, when life events happen, Millennials prefer to multitask and believe things can be done simultaneously (Carrier, Cheever, Rosen, Benitez, & Chang, 2009). Additionally, Millennials move back and forth between the real world and virtual world with little challenge (Chaudhuri & Ghosh, 2012). This means Millennials tend to feel comfortable using their smartphones while doing other tasks. Removing smartphones or banning them can have negative effects on Millennials,

including anxiety and anger (Young, 2011). Eliminating downtime for technology use can actually contribute to increased and impulsive behaviors (Yamamoto & Ananou, 2015).

According to Harrison and Gilmore (2012), smartphone use is often found in situations that might not be considered appropriate. However, this has not stopped people from being enthralled with the device. For example, smartphone use has been seen in dating situations and while socializing with others face-to-face (Harrison & Gilmore, 2012). The desire to text takes over at dinner tables and when walking down the street (Sultan, 2014).

Smartphone use is increasingly found in dangerous situations. Driving while texting is one form of dangerous behavior (Nemme & White, 2010). The use of texting on smartphones and other devices while driving has been banned due to fatalities that result from being distracted behind the steering wheel (Sultan, 2014). According to Williams (2015), text messaging while driving is comparable to drunk driving.

A study by Nielsen in 2014 showed that 85% of Millennials from the younger end of the group, aged 18-24, owned a smartphone ("Mobile Millennials," 2014). This number increased 8% from the previous year, which indicates that smartphone ownership is increasing among the younger aged Millennials ("Mobile Millennials," 2014). Older Millennials, aged 25-34, have a higher ownership rate, with 86% of the group owning a device. This was an increase from 80% in the previous year ("Mobile Millennials," 2014).

According to Harman and Sato (2011), young adults look at their phone around 60 times a day to check text messages, phone calls, notifications from social media, e-

mails, and more. Additionally, young adults on average receive and send approximately 215 texts per day (Harman & Sato, 2011).

Impact of Smartphone Use in the Workplace

Many organizations provide smartphones to employees for work purposes (Thomas, 2014), which allow employees to be accessible by text message, e-mail, and calling purposes away from their desks. The ability to have this technology impacts the way organizations communicate, which aids in accomplishing work (Thomas, 2014). A smartphone provided to an employee who does not have Internet at home can now be accessed outside normal business hours. However, this can interfere with an employee's personal life and lead to difficulties with balancing work and personal time (D'Abate, 2005).

Organizations have seen an increase in e-harassment and cyber bullying due to the ability to access online networking sites through smartphones (Hall & Lewis, 2014). As previously noted, Facebook is one of the largest social networking sites commonly accessed from smartphones (Hall & Lewis, 2014), creating a means for e-harassment, with potential negative consequences to the organization (Hall & Lewis, 2014). Social media site Twitter has also seen an increase in the amount of cyber bullying (Hall & Lewis, 2014). According to Borstorff, Graham, and Marker (2007), cyber bullying is the most preferred way to harass someone in the workplace. The consequences of e-harassment and cyber bullying can include lawsuits against employers and organizations; thus, organizations need to adopt policies to prevent potential damage (Hall & Lewis, 2014).

The smartphone's ability to access the Internet enhances the possibility for Internet addiction. Internet addiction enters the workplace, which has caused organizations to become more aware and concerned about productivity, privacy, and network congestion (Chou, Sinha, & Zhao, 2010). With the Internet functionality of a smartphone, there is potential to waste time during the workday. For example, one study shows that over 30% of employees spend time at work watching sports (Young, 2011). Additionally, time at work that is not managed or restricted well can lead to "wasted time, lost productivity, misappropriation of resources, reduced morale, and the risk of diminished corporate reputation" (Stewart, 2000, p. 46).

Internet abuse in the workplace is not a new topic, although this abuse has recently seen increased interest (Chou et al., 2010). More specifically, research has been focused on preventing Internet abuse, addressing the behavioral side of abuse, and finding ways to prevent employees from abusing the Internet during work time (Chou et al., 2010). Similarly, a study by Ariss in 2002 showed that billions of dollars were wasted because of a loss in productivity due to Internet misuse. Using the company Internet can slow down Internet connections and clog bandwidth, which may impact other employees (Stewart, 2000).

Impact on the Millennial Generation

Over 60% of American adults and more than 75% of Millennials own a smartphone; therefore, it is logical to conclude that smartphones are brought into the workplace ("Mobile Technology Fact Sheet," n.d.). Due to the large influx of the Millennial Generation in the workplace, organizations should focus on the technological differences from previous generations (Clausing et al., 2003; Holt et al., 2012). These

technological differences require that companies focus on ways to attract, retain, and motivate Millennials in order for them to remain competitive (Eversole et al., 2012). Thus, creating a work environment that embodies the culture of its employees is an essential instrument of talent management (Eversole et al., 2012).

Millennials have been labeled as impatient and disloyal to organizations; their tendency to leave organizations is increased when compared to previous generations (Chaudhuri & Ghosh, 2012; Thompson & Gregory, 2012). An understaffed workplace can hurt morale and cause momentum to stop as well. Losing employees also causes organizations to face high replacement costs and talent shortages, which can hurt the core leadership base of the organization (Staw, 1980).

Organizations have started to implement changes to enhance retention of this Generation. In particular, Google, Facebook, Morningstar, Orbitz, and Zappos all have made an effort to attract Millennials to the workplace (Bannon et al., 2011). Their efforts include the ability to create open workspaces and provide cutting-edge technologies that meet Millennials' expectations.

Given that Millennials are avid smartphone users and tech-savvy, understanding the behaviors of this Generation in the workplace is necessary for organizations to stay relevant and remain competitive (Holt et al., 2012). Therefore, exploring the potential use of smartphones in the workplace for both non-work-related and work-related reasons is worthy of research to determine the impact on an organization.

Summary of the Chapter

Chapter two provided a thorough literature review. The chapter began with a brief introduction of the topic and then discussed the four generations currently in the

workplace. An exhaustive review of the Millennial Generation followed, as well as the theoretical framework for this study. Given that the main focus of the study is to explore smartphone overuse, the chapter included a comprehensive description of smartphones and the device's capabilities, uses, and main functions. Finally, the researcher discussed both the Millennial Generation and smartphones and explained the impact they both have in the workplace.

Chapter Three: Research Design and Methodology

Introduction

This chapter discussed the purpose of the study, design of the study, participants, and biography of the researcher. The pilot study testing and interviews are discussed in addition to the data collection method. Data analysis, reliability and validity, and limitations are presented in detail.

Purpose of the Study

This research study explored the potential overuse of smartphones in the workplace for the Millennial Generation. The study described the specific use of smartphones by this Generation to better understand whether they were used for non-work-related or work-related reasons. As a result of limited academic literature on this particular subject, an exploratory approach was taken (Hu et al., 2014; Kwon et al., 2013). Thus, a qualitative research methodology was used to answer the research questions.

Additionally, the study explored a manager's perspective on smartphone use by the Millennial Generation employees in their organization. HRD professionals and organizational managers must understand this Generation's desire to use this device as the emphasis for attracting, retaining, and motivating the Millennial Generation remains important.

Design of the Study

According to Merriam (2009), "the overall purposes of qualitative research are to achieve an understanding of how people make sense out of their lives, delineate the process (rather than the outcome or product) of meaning-making, and describe how

people interpret what they experience” (p. 14). In essence, the goal is to see human interaction, discover how things happen, and the meaning behind the events people are involved in (Lapan, Riemer, & Quartaroli, 2011). Additionally, the focus is to explore the topic from the perspective of the participants and not from the researcher (Merriam, 2009).

For this research study, a basic qualitative approach was taken. According to Merriam (2009), a basic qualitative study focuses on understanding, includes a purposeful sample, collects data through interviews and observations, analyzes data inductively and comparatively, presents themes about the findings, and is richly descriptive (p. 38). This research study encompassed the components mentioned above and focused on the two research questions identified. The interviews were conducted with both members of the Millennial Generation and managers of members of the Millennial Generation.

To better inform the design of the research study, a pilot study was conducted to refine the interview questions and research questions. The pilot study included 15 students from the University of Texas at Tyler who were enrolled in a Ph.D. summer course focused on qualitative research. Each participant was asked a variety of questions and responded to focus group questions, an online survey, and to written interview questions.

Research Questions

The research study examined two different perspectives. First, the study examined the perspective of the Millennial Generation employee. Second, the study examined the

view from the perspective of the manager. This study sought to answer the following questions:

1. How do Millennial Generation employees describe their use of smartphones in the workplace?
2. How do managers describe smartphone use by their Millennial employees in the workplace?

Study Population and Sample

Identifying the participants was key because the perspective of the participants was the main focus of this study. To find organizations that agreed to participate, the researcher used a network sampling strategy. This strategy identified two organizations that agreed to participate in the study. For qualitative studies, non-probability sampling is the most suitable form of sampling because generalizability is not a researcher's goal (Merriam, 2009). According to Patton (2002), purposeful sampling is the most common form of non-probability sampling. Purposeful sampling was used in this study because the researcher wants to “discover, understand, and gain insight and therefore must select a sample from which the most can be learned” (Merriam, 2009, p. 77). The participants were deliberately selected for the information they can provide to the study (Maxwell, 2008).

A specific set of criteria was selected for each group of participants. For the first set, participants included members of the Millennial Generation. This included anyone born between 1982-1999 (Twenge et al., 2010). The participants were full-time employees in their organization. Due to the nature of the study, all Millennial participants were required to have a smartphone to be eligible for the research study. The smartphone

was either a personal phone or a phone provided by the organization for which a participant works.

A purposeful sampling strategy was implemented to find Millennial smartphone participants. This strategy began through the identification of key participants who met the three criteria – a Millennial, smartphone user, and full-time employee. The researcher targeted 15 organizations located in greater Dallas/Fort Worth metropolitan area to guarantee that a face-to-face meeting was possible.

Each Millennial participant was required to keep a personal log of smartphone use, sign a consent form, meet for a face-to-face interview, and review the transcription notes from the interview to ensure that the research accurately represents the responses. The researcher targeted 15 Millennials to participate in this study. The researcher conducted these interviews within a 3-week period. According to Bryman and Bell (2011), interviews continued until a point of saturation was met, which meant the interviewees provided no new information suggesting that more interviews would elicit the same responses.

The second set of participants included managers of Millennial Generation employees. Again, a purposeful sampling strategy was used to identify participants that met the criteria specified in the research study. The researcher targeted the same 15 organizations located in the greater Dallas/Fort Worth metropolitan area. Millennial managers were from the same organizations as the Millennial participants. However, this was not a requirement.

Due to the nature of the study, managers were smartphone users. This allowed for managers to have familiarity with and understanding of the technology, which facilitated

ease when discussing the functions and reasons one desired to use the device. Managers were also able to identify behaviors better than someone who does not have experience with smartphones. Each manager met face-to-face for an interview with the researcher, signed a consent form, and reviewed the transcription notes from the interview to ensure the researcher accurately represented the viewpoint of the participant. Similar to the first set of participants, interviews were conducted within a 3-week period, which was when the point of saturation was met.

As mentioned, each participant was required to meet the criteria specified in this research study. A completed consent form was required prior to a face-to-face interview. Each interview was audio-recorded, and each participant was asked to review responses prior to coding in the analysis portion of the research study to ensure that the interview had been accurately transcribed.

Biography of the Researcher

The researcher for this study is classified as a member of the Millennial Generation. The researcher is familiar and closely connected with other members of the Millennial Generation. This was the main reason a network sampling strategy was in place. The researcher is also an avid smartphone user and has been for at least 10 years. The researcher does use a smartphone during the workday for both work-related and non-work-related reasons. Additionally, the researcher discloses that she uses a smartphone for a variety of the characteristics mentioned previously, including text messaging, making phone calls, navigation, alarm clock and timer, online shopping, listening to music, reading, social media, and more.

Due to the researcher's connection to many of the participants as a Millennial and smartphone user, the researcher will need to avoid bias due to personal experience. The researcher will not influence participants to answer questions in a particular way (Fowler, 2014). To prevent bias and to provide for reliability and validity, a few methods were employed as data was collected and analyzed for this study. These methods, which include pilot testing and pilot interviews, will be discussed next.

Pilot Testing

To refine questions for future interviews, the researcher pilot tested a group of 15 students from the Human Resource Development Doctoral Program at the University of Texas at Tyler (UT Tyler) during the Summer 2015 semester. UT Tyler is a public university and a member of the University of Texas System. The students were members from different generations and were not all Millennials. The focus was to improve the questions for the future research study rather than to replicate the study entirely. The pilot study questions were asked in three different formats to each student. The questions were presented to classmates in a focus group setting, quantitative survey format, and qualitative interview format, with the desire of refining questions for the future qualitative study. Each set of questions changed and had the same demographic questions at the beginning.

Focus group. The focus group questions were presented to the participants first. Each participant was asked to complete a demographic questionnaire, as well as seven questions. The focus group questions are presented in Table 1 below:

Table 1

Focus Group Questions

	Question
1)	Please introduce yourself and tell us which technological devices you use on a daily basis.
2)	Why do you use a Smart Phone?
3)	What are the negatives to using a Smart Phone?
4)	What are the benefits to using a Smart Phone?
5)	How do you use your Smart Phone at work?
6)	How does your company/manager view Smart Phone usage at work?
7)	What advice would you give to managers trying to implement a “No Smart Phone policy” at work?

Based on the responses, the questions were too vague and did not focus enough on the use of the smartphone in the workplace. In particular, four out of the seven questions focused on the smartphone alone without controlling for the work environment. The order of questions changed for question three and four to understand the benefits versus the negative reasons of using a smartphone. Responses to question six (*How does your company/manager view Smart Phone usage at work?*) related to smartphone use at work. However, the question did not yield rich answers given that many of the participants answered how the company – rather than the manager – viewed usage. The participants did provide constructive feedback for improving the questions. The feedback from participants allowed for the researcher to correct weaknesses in the focus group questions, which enhanced the interview questions for the main study.

Quantitative survey. The second set of questions was presented to the participants in a quantitative survey format. Each participant was required to complete the questions through an online survey created in Qualtrics. The participants received a link to the Qualtrics survey via e-mail and were asked for a response within seven days.

The survey had 16 questions and no time limit. Participants were required to rank answers on a five-point Likert scale that ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). The initial set of questions and average response per question from the participants are shown below in Table 2:

Table 2

Quantitative Survey Questions

	Question	Average Response
1)	My company discourages Smart Phone use at work.	4.2
2)	I could not successfully perform my job duties without a Smart Phone.	2.9
3)	It is expected that I am constantly available through my Smart Phone during work.	2.4
4)	It is expected that I am constantly available through my Smart Phone after work.	3.6
5)	There are no consequences for being on my Smart Phone at work.	3.5
6)	I cannot resist the urge to check my Smart Phone during the workday.	3.9
7)	I believe my Smart Phone distracts me from my work.	3.6
8)	I believe my Smart Phone enhances my work.	1.8
9)	I use my Smart Phone at work for only work related purposes.	1.5
10)	I worry I will get in trouble for being on my Smart Phone for personal reasons during the workday.	3.6
11)	I know my coworkers spend time during the workday on their Smart Phone for personal reasons.	4.4
12)	I check personal e-mail and text messages on my Smart Phone while at work.	3.9
13)	I access social media applications for personal reasons on my Smart Phone while at work.	3.4
14)	I have watched TV shows, movies, or video clips on my Smart Phone during the workday.	1.7
15)	My manager does not know I am on my Smart Phone for personal reasons during the workday.	3.2
16)	I avoid work by spending time on my Smart Phone during the workday.	2.1

The survey provided informative data regarding smartphone use and added suggestions for improvement. In particular, the average response rates gave the researcher insight for future interview questions. For example, question two (*I could not successfully perform my job duties without a Smart Phone.*) provided a score of 2.9 meaning the participants gave a neutral response to needing a smartphone to successfully perform job duties.

According to the responses, smartphone use is highly discouraged at work with a score of 4.2 in question one (*My company discourages Smart Phone use at work.*). However, the average score of 3.5 for question five (*There are no consequences for being on my Smart Phone at work.*) indicated that companies are less likely to punish employees for using their smartphone at work. Thus, these two results gave the researcher insight for the management perspective of the study.

In question six (*I cannot resist the urge to check my Smart Phone during the workday.*), the participants had an average score of 3.9. This score was close to 4, which meant that the participants agreed with the statement. Thus, the participants agreed they could not resist the urge to check their smartphone during the workday. However, the score of 3.6 for question seven (*I believe my Smart Phone distracts me from my work.*) gave a lower score for the smartphone being a distraction. In question eight (*I believe my Smart Phone enhances my work.*), a score of 1.8 was calculated when asked if the smartphone enhances their work. Therefore, the scores showed that it is hard for employees to resist the urge of checking the smartphone, and it was less likely to enhance their work.

Question 11 (*I know my coworkers spend time during the workday on their Smart Phone for personal reasons.*) had an average score of 4.4 when asked if the participant noticed coworkers spending time on their smartphone for personal reasons while at work. Given the high response average, the researcher confirmed that smartphone use for non-work-related use was prevalent.

The average response rates informed the researcher when making future interview questions for both the Millennials and managers. Some additional suggestions were to change the term *Smart Phone* to *smartphone*, update the term *work related* to *work-related*, and eliminate the term *personal reasons*. The results suggested using the term *non-work-related reasons* instead of *personal reasons*.

Qualitative interview questions. The third set of questions was created as a foundation for future interview questions during the proposed research study. Each participant was sent an electronic version of seven interview questions and was required to answer each question in detail. The participant had five days to complete the interview questions, which is longer than a typical face-to-face interview. However, this allowed participants to critique the questions at a later time. The set of interview questions are shown in Table 3 below:

Table 3

Qualitative Survey Questions

	Question
1)	Please describe your experience with a Smartphone.
2)	Why do you use a Smartphone?
3)	Explain your Smartphone usage during the workday.
4)	If you use a Smartphone at work, why do you feel the need to be on this device during work hours?
5)	Does your company have a Smartphone policy?
6)	Does your manager care about your Smartphone use at work?
7)	What advice would you give a manager or company trying to enforce a Smartphone policy at work?

The interview question responses informed the researcher that the questions need to be refined for future use. The questions posed did not elicit a robust amount of information. In particular, the answers to question one (*Please describe your experience with a Smartphone.*) did not extract the responses the researcher expected. Some participants answered with a number while others seemed to not understand the question. Questions three (*Explain your Smartphone usage during the workday.*) and four (*If you use a Smartphone at work, why do you feel the need to be on this device during work hours?*) provided similar answers. However, the researcher believed the questions may provide different answers if asked in person.

The results recommended that the word *care* be changed in question six (*Does your manager care about your Smartphone use at work?*). Questions five (*Does your company have a Smartphone policy?*) and six (*Does your manager care about your Smartphone use at work?*) were presented as a *yes/no* answer, which was not the intent of the researcher. The researcher refined these questions to ensure more lengthy answers. Based on the responses, it was evident that additional questions need to be formed for the proposed research study.

Pilot study results. The pilot study enhanced the decision to move forward with a qualitative study due to the information interviews provided on this topic. The pilot study helped eliminate poorly worded questions, identified questions that did not give valuable information, and initiated the addition of necessary questions with the goal to enhance the study (Merriam, 2009). Although the pilot test was valuable in terms of word usage, the pilot did not address questions that will be asked during the second phase of interviews with managers of the Millennial Generation employees. Thus, the pilot only helped address questions for the first set of interviews.

Although the study helped address wording of questions, the pilot also identified some noteworthy results. For example, the results of the pilot study indicated that the participants used their smartphone at work for the following reasons: text messaging, social media, phone calls, e-mail, paying bills, surfing the Internet, researching solutions to problems for work, reading the news, searching for new jobs, and many more. The results also indicated that none of the participants' companies had a smartphone policy in place, which suggested that smartphone use is not yet an issue for which the company must create a policy. However, four of the participants indicated that their organization had a social media policy in effect.

Some of the participants indicated that there was no penalty for being on a smartphone at work, while others indicated that they are expected to be with their phones at all times to be reached immediately if needed. When asked what advice one would give to a manager who attempts to implement a smartphone policy, many participants indicated a policy would never work due to the advantages of using this technology in the workplace. Some advantages included messaging coworkers for quick questions and

answers via texting, the use of e-mail when one was not at their desk, using the calendar function for scheduling meetings, and using the smartphone to call clients or coworkers when a landline was not available. This pilot study provided feedback that was used to enhance the future research study.

Data Collection

Prior to any data collection, the researcher acquired Institutional Review Board (IRB) approval from the University of Texas at Tyler. The IRB members were required to “provide an independent review of ethical considerations related to a study and the protection of human subjects or respondents, as well as the communities or other settings in which the research will be conducted” (Lapan et al., 2011, pp. 97-98). Upon approval from the UT Tyler IRB committee, the researcher began the process to contact participants and collect data for the research study.

According to Merriam (2009), “the researcher is the primary instrument for data collection and analysis” (p. 15). Therefore, the data collection process included the researcher, Millennial Generation smartphone users, and managers of Millennial smartphone users. For the purpose of convenience for this study, an initial e-mail was sent to fifteen organizations located in the greater Dallas/Fort Worth metropolitan area (see Appendix 1). This e-mail briefly described the study to determine if the organization was interested in participating. The purpose of this e-mail was to identify the main contact from each organization who could act as the liaison between the researcher and the organization. The main contact person may receive a copy of the dissertation at the completion of the research study, if requested. However, specific results for their organization will not be disclosed.

Once the IRB committee approved the study, the researcher sent a second e-mail to the main contact at each organization that approved the study within the organization. The e-mail described the purpose of the study, the level of participation needed from each participant, the time commitment associated with the study, and the eligibility requirements for both the Millennial participants and the manager participants (see Appendix 2). The contact person then forwarded the e-mail to members of the organization. The e-mail provided two hyperlinks.

The first hyperlink focused on Millennial employees; this hyperlink guided interested employees through a Google form survey that required contact information and explained eligibility criteria (see Appendix 3). Due to the streamlined process, this provided a means for the researcher to determine if the Millennial employee fit the research study requirements without the need to engage in more dialogue. Given that the e-mail was sent out to a multitude of employees, clearly identifying potentially eligible participants was necessary. The contact information also provided a means for the researcher to contact the interested participant in the future without the need to utilize the main contact person.

The same process was used for the manager participants. The second hyperlink focused on managers of Millennial Generation employees (see Appendix 4). If interested, the manager clicked on the hyperlink to then enter the Google form survey. Again, this provided a means for the researcher to determine whether the manager met the research study qualifications, which provided pertinent contact information for future communication.

The recruitment process did experience one major problem. Although the contact person at one organization successfully sent the initial e-mail to potential participants with the hyperlinks, the researcher did not anticipate that the hyperlinks would not be accessible through the company's network. Some Google functionalities were blocked within the organization resulting in an error message when the hyperlink was clicked. This resulted in employees not completing the survey unless the link was accessed from a device not connected to the company's network. This issue was discovered when one Millennial participant contacted the researcher to disclose that he completed the survey from his personal smartphone because the Google form survey hyperlink was blocked if accessed through the company's network. Therefore, the researcher created a new survey hyperlink through SurveyMonkey with identical questions. The contact person sent out a second e-mail with the new hyperlink to the potential participants within this organization.

The researcher then reviewed the Google form surveys and SurveyMonkey responses to find appropriate candidates for the research study. If the qualifications were met, the researcher scheduled face-to-face interviews with each individual via e-mail. The Millennial candidates received an e-mail that described the required personal smartphone log and asked to schedule an interview (see Appendix 5). The manager candidates received an e-mail requesting a time and date for an interview based on their availability (see Appendix 6).

According to DeMarrais (2004), the interview should include questions connected to the study in a conversational environment between the researcher and the participant. Thus, the interviews were semi-structured to allow for a mixture of more and less

structured questions (Merriam, 2009). The researcher had a list of predetermined questions and asked open-ended questions with the intent to yield descriptive data from participants (Merriam, 2009). To gain the most valuable information from the semi-structured interviews, participants were asked follow-up questions if the original answer lacked clarity (Fowler, 2014). This probing attempted to elicit better answers from participants (Fowler, 2014). Two sets of questions were asked: one set for the Millennial Generation employees (see Appendix 7) and one set for the managers of Millennial Generation employees (see Appendix 8).

The setting of the interviews varied based on the participant. The researcher targeted organizations located in the greater Dallas/Fort Worth metropolitan area. This was also where the interviews took place. The researcher allowed the interviewees to suggest a conference room that worked best with their schedule and their level of comfort. This provided a safe environment for the interviewee to speak freely about experiences using a smartphone at work. If the interviewee did not have access to a conference room, the researcher suggested one in a location ideal for both the researcher and participant.

Interviews were scheduled for one hour with time allocated to complete a consent form prior to the interview. The consent form described the voluntary nature of the study and reminded participants that they could stop the interview at any time. Each participant was notified that results will be kept confidential and will not be shared with the organization for which they work. The researcher had a separate consent form for the manager of Millennial employees (see Appendix 9) and for the Millennial employees (see Appendix 10).

Furthermore, the face-to-face interviews allowed the researcher to identify key nonverbal cues and behaviors. According to Merriam (2009), observations can allow the researcher to become aware of behaviors that the interviewee may not recognize due to the routine or habitual nature of the interview. The observations occurred prior to the interview and during the interview. Thus, the researcher believed face-to-face interviews were necessary for this study.

The interviews were audio-recorded using two devices to ensure that all information would be captured for analysis (Merriam, 2009). The first device was an Olympus WS-821 voice recorder, and the second device was an Apple iPhone 6. As mentioned, nonverbal cues were identified and the researcher took notes during the interview. Field notes, according to Bogdan and Biklen (2003), allow the researcher to “record ideas, strategies, reflections, and hunches, as well as note patterns that emerge” through what the researcher “hears, sees, experiences, and thinks in the course of collecting and reflecting on the data in a qualitative study” (pp. 110-111). The field notes included specific information including date, time, and surroundings to enhance self-reflection. The field notes were kept in a journal, typed, and matched to the transcribed interview at a later date.

To allow for the most accurate data analysis, the researcher completed verbatim transcriptions of the interviews. Although this was a monotonous process, the researcher transcribed the interviews to enhance familiarity with the data. This also eliminated any modification of words by an outside transcriber (Tilley & Powick, 2002). The transcriptions were kept on files that were password protected and eliminated the participant’s name.

The researcher also required that each Millennial Generation interviewee complete a personal log of smartphone use during the workday (see Appendix 5). This was completed prior to the face-to-face interview to ensure the participant completed this requirement of the study. This served as a personal document that would be used to triangulate data during the analysis process. The document asked each interviewee to complete a personal log that described what activities on the smartphone were performed. For example, interviewees marked each time the smartphone was looked at, picked up, or used, and indicated whether the reason was for e-mail, texting, phone calls, social media, or other various activities. Additionally, the interviewee logged whether this was for a non-work-related reason or a work-related reason.

The data collection process utilized three computer programs to assist the researcher. First, the researcher used QuickTime Player to play back the recorded interviews for the transcription process. QuickTime Player allowed the researcher to slow down the speed of the recording making the process easier for the researcher. Second, the interview process included the use of Microsoft Word for transcription, which allowed the interviews to be transcribed verbatim. Although there have been advances in voice recognition software, the researcher preferred to eliminate a potential for software errors and issues of accuracy by personally transcribing the interviews (Alcock & Iphofen, 2007). Additionally, the researcher used Microsoft Excel to record the personal logged information from each Millennial interviewee. This allowed the researcher to easily compile and illustrate the data collected. All documents related to the research study were kept on the researcher's computer and were password protected to safeguard the interviewees (Alcock & Iphofen, 2007).

Data Analysis

According to Merriam (2009), data analysis is the process of making sense of the data by consolidating and interpreting what participants have said along with what the researcher has noticed through interviews. Additionally, data analysis occurred simultaneously with data collection, starting with the first interview with the researcher (Merriam, 2009).

According to Leech and Onwuegbuzie (2007), most qualitative studies use constant comparison analysis for data analysis. In this study, comparative analysis was performed “to allow research findings to emerge from the frequent, dominant, and significant themes inherent in raw data, without the restraints imposed by structured methodologies” (Thomas, 2006, p. 238). The researcher started this process by reading the entire set of data. This meant the researcher read each set of transcribed interviews while documenting notes on the side of the interview. The researcher added notations to refer back to the various collections; this made the process more manageable and organized when analyzing the data (Merriam, 2009). The researcher then grouped the data into smaller sets that provided more meaning and labeled each group with a code using a highlighter (Leech & Onwuegbuzie, 2007). Each code was then grouped by similar codes, and a theme based on each group of codes was determined by the researcher (Leech & Onwuegbuzie, 2007). Eventually, major themes became apparent when no new themes were identified (Thomas, 2006).

In qualitative studies, computer software programs can offer a new view to potential relationships in the data through multiple types of analyses (Leech & Onwuegbuzie, 2011). The programs are referred to as “computer-assisted qualitative data

analysis software” or CAQDAS (Leech & Onwuegbuzie, 2007, p. 71). For this study, the researcher used NVivo, a CAQDAS program, to increase the rigor of the data analysis process (Leech & Onwuegbuzie, 2011). NVivo, a package by QSR International, provides researchers with tools to deepen the level of analysis with data primarily in text form (Gibbs, 2002).

NVivo allowed the researcher to load the interview transcriptions and all personal smartphone logs into the database. This provided a warehouse for the data and eliminated the need to refer to a paper copy of each transcribed interview. The researcher began the analysis process by separating the Millennial interview transcriptions from the manager transcriptions. Then, the researcher individually analyzed each interview transcription to determine how to make sense of the data. A highlighter or notation was used when the researcher knew the information was important for the analysis. The researcher reviewed each highlighted section of the interview and created a node based on the information each highlight provided. For example, a notation or highlight about text messaging would go in a code labeled *smartphone uses*. Eventually, multiple nodes were developed and themes within the nodes were identified. NVivo also assisted the researcher to identify words used with high frequency and aided in coding the results. However, this did not replace the researcher as the main instrument for the analysis of the study (Denzin & Lincoln, 2005).

Reliability and Validity from a Qualitative Perspective

To ensure reliability and validity, the research was conducted in an ethical manner that eliminated bias and selective sampling that intentionally altered results of the study (Campbell & Stanley, 1963; Merriam, 2009). Given that the researcher is the primary

instrument, it is important to recognize potential bias to ensure the close connection serves as an enhancement to validity rather than deter from the validity (Merriam, 2009). Due to the researcher's connection to the Millennial Generation and familiarity with the use of smartphones at work, the researcher proceeded with caution during the analysis and collection phases. For example, the researcher did not influence interviewees to respond in any particular way to each question. Although the researcher probed the participant in an effort to better understand an answer, the researcher did not suggest or persuade the interviewee.

To increase internal validity, triangulation was one strategy utilized by the researcher (Mathison, 1988). To allow for comparisons and cross-checking, the researcher collected data in three ways: interviews, observations, and documents (Merriam, 2009). Furthermore, member checks were conducted to ensure the researcher captures the information accurately in an effort to enhance credibility (Krefting, 1991). The researcher interviewed the participant, transcribed the interview verbatim by hand, and then asked all of the interviewees to review the transcription results and to provide feedback. Finally, saturation was the determining factor as the same themes were identified throughout interviews (Merriam, 2009).

According to Golafshani (2003), "examination of trustworthiness is crucial" for reliability in qualitative research (p. 601). Thus, the researcher ensured the results were consistent with the collection of data (Merriam, 2009). "Critical self-reflection by the researcher regarding assumptions, worldview, biases, theoretical orientation, and relationship to the study that may affect the investigation" was identified (Merriam, 2009, p. 229). This was the process of reflexivity, which enhanced honesty and legitimacy in

regard to the researcher, the research, and the audience (Tracy, 2010). Reflexivity aided the researcher to improve transparency and maintain a subjective role (Darawsheh, 2014).

The pilot study also served as a means to enhance validity for the study. The pilot study evolved throughout the three phases and allowed the researcher to refine the questions in an attempt to garner thorough responses in future interviews. Additionally, the pilot supported the foundation for the use of a qualitative study versus a quantitative study.

Limitations

This study was subject to limitations, which should be taken into account when considering the study's contributions. First, the study used self-reported data because each Millennial participant was asked to complete a smartphone log to identify the purpose behind using a smartphone during the workday. The researcher explained the purpose of the personal log to eliminate any fear and explained that it would be a valuable tool for attempting to accurately present smartphone use. Job responsibilities did impact the ability to document every instance of smartphone usage. Participants were allowed to estimate the smartphone usage if logging each instance was impractical throughout the workday. Additionally, participants could purposefully not log their smartphone usage. This would impact the results, as the researcher would have inaccurate data to utilize during the interview portion of the study.

Millennials have grown up in a digital world and are used to accessing information quickly. A second limitation is that the Millennial smartphone users may not recognize their smartphone behavior because they are accustomed to using this device at their own convenience. Therefore, the smartphone log results may not include instances

when a Millennial smartphone user did not recognize this behavior adequately enough to record the usage. Although this document was used as a supplemental tool for triangulation, the researcher's desire was to have the most accurate representation of smartphone usage.

Managers were asked to describe Millennial employee smartphone usage during the workday. This assumed that the managers were working within a close proximity to the Millennial employees to visibly see employees using the device. The study acknowledges, as a limitation, that some of the managers worked remotely or traveled, which can limit the accuracy of the answers and their perceptions of Millennial smartphone use in the workplace.

Another limitation to this study was the process of selecting participants. The researcher used a network sampling strategy to identify organizations that agreed to participate in the study. A purposeful sampling strategy was then used to identify participants who agreed to participate in the study. The two organizations were in the same industry and both located in the Dallas/Fort Worth metropolitan area within the United States. Results of this study may not be applicable to other industries or locations. Finally, the Millennial participants had to be born within a specific time period. However, the managers varied in ages, which may have impacted the results. Therefore, the specific participants limit the generalizability of the results.

Finally, the researcher's status as a Millennial and a smartphone user posed a limitation to the study. The researcher attempted to eliminate her connection and experience to the study at all times. This process of remaining unbiased started during the interview process and continued throughout the data analysis process. The researcher also

transcribed the interviews by hand and used NVivo. According to Flick (2013), the transcription process is “selective and entails the inevitable risk of systematic bias of one kind or another” (p. 66). The researcher, as an instrument, attempted to integrate tactics that would enhance the validity and reliability of the study. However, it is plausible that the data could be interpreted differently than the researcher given her status as a Millennial and a smartphone user. Therefore, the researcher may have unintentionally included bias in the research study.

Summary of the Chapter

This chapter provided an overview of the purpose of the study, proposed design of the study, participants, and biography of the researcher. The pilot test and pilot interviews were discussed to describe the direction of the study. Data collection and data analysis methods were introduced with reliability and validity from a qualitative perspective. Finally, the chapter concluded with limitations to the study.

Chapter Four: Results

Introduction

The following chapter analyzes the results from the data collection process of the study. First, the chapter provides an overview of the purpose of the study. Second, the chapter discusses the participants involved in the study in detail. Third, the chapter provides the results of the study and explains how the findings answer the two proposed research questions. The use of direct quotes from the participants is included in this chapter to illustrate each theme. Fourth, the themes are presented and a comparison of participant responses is displayed in a chart. Finally, the chapter concludes with a chapter summary.

Purpose of the Study

The purpose of this study was to explore the potential overuse of smartphones in the workplace by the Millennial Generation. The study was designed to describe the specific use of smartphones by this generation to better understand whether smartphones are used for non-work-related or work-related purposes. The study also sought to examine managers' perspectives on smartphone use by the Millennial Generation employees in their organization with the desire to understand this generation's attraction to smartphones.

Research Participants

For this qualitative study, a total of 15 companies were contacted and two agreed to participate. Both companies were located in the greater Dallas/Fort Worth metropolitan area. Additionally, both were in the financial services industry and varied greatly in size. The study included a total of 19 interviews throughout a 3-week time period. Of the 19

participants, 11 participants met the Millennial Generation criteria and eight met the manager of Millennial Generation employee criteria. The participants are described in greater detail in their respective sections below.

Millennial generation participants. The Millennial participants were born between 1982 and 1999 (Twenge et al., 2010), owned a smartphone, and worked full-time. The study included 11 Millennial Generation participants, and the average age of the Millennials was 26-years-old. The study asked each Millennial participant to complete a personal log of smartphone use during the workday. Of the 11 Millennials, 81.8% (9) completed the personal log. The remaining two participants did not complete the log for the entire week due to work demands. These two logs were omitted from the study due to incomplete smartphone log information. Of the 11 participants, 45.5% (5) were male and 54.5% (6) were female.

The participants were asked to indicate the highest level of education obtained. Participants with only a high school level of education accounted for 18.2% (2). The remaining 63.6% (7) participants had a bachelor's degree and 18.2% (2) had a master's degree. Additionally, 9.1% (1) acquired a CPA.

Of the 11 participants, 90.9% (10) participants had a personal smartphone and did not have a separate smartphone provided by the company. Of those 10 participants, one also had a second personal smartphone that she primarily used for work. This phone was also not issued by the company. Of the 11 participants, only 9.1% (1) had a smartphone that was issued by the company.

The 11 participants were asked to identify their race. Of the 11, 63.6% (7) selected Caucasian, 9.1% (1) selected African-American, 18.2% (2) selected Hispanic, and 9.1% (1) selected Asian.

All of the participants identified themselves as entry-level employees. The Millennial participants were asked how long they had worked in their current role in the organization. Participants who indicated they had worked in their current role for 0-3 months resulted in 18.2% (2), and the 4-6 month range resulted in 54.5% (6). Only 27.3% (3) participants had been in their current role for 7-10 months.

The Millennial participants were then asked how long they had worked in their organization. Of the participants, 45.4% (5) indicated 0-2 years and 36.4% (4) indicated 3-5 years. The remaining 18.2% (2) had been with their organization for 6-8 years. A summary of the Millennial participant demographics is provided in Table 4.

Table 4

Millennial Participant Demographics

n = 11	
Average Age = 26	
Factor	%
Gender	
<i>Male</i>	45.5
<i>Female</i>	54.5
Level of Education	
<i>High School</i>	18.2
<i>Bachelor's Degree</i>	63.6
<i>Master's Degree</i>	18.2
Organization Level	
<i>Entry Level</i>	100.0
<i>Mid-Level Management</i>	0.0
<i>Senior Level Management</i>	0.0
Number of Years Working in Current Role	
<i>0-3 months</i>	18.2
<i>4-6 months</i>	54.5
<i>7-10 months</i>	27.3
Number of Years Working at Organization	
<i>0-2 years</i>	45.5
<i>3-5 years</i>	36.4
<i>6-8 years</i>	18.2
Ethnicity/Race	
<i>African-American</i>	18.2
<i>Asian</i>	9.1
<i>Caucasian</i>	63.6
<i>Hispanic</i>	9.1
Personal Smartphone Log	
<i>Completed</i>	81.8
<i>Not Completed</i>	18.2
Smartphone Provided by Work	
<i>Yes</i>	9.1
<i>No</i>	90.9
Separate Smartphone for Work Purposes	
<i>Yes</i>	9.1
<i>No</i>	90.9

Manager participants of millennial generation employees. The study interviewed eight managers of Millennial Generation employees. Every participant was a manager, owned a smartphone, worked full-time, and managed at least one employee who fit in the Millennial age group. Of the eight managers, 62.5% (5) identified themselves as a Baby Boomer born between 1946 and 1964, 25% (2) identified as Generation X born between 1965 and 1981, and 12.5% (1) identified as a Millennial born between 1982 and 1999 (Twenge, 2010). Of the eight participants, 62.5% (5) were male and 37.5% (3) were female. The managers had a combined total of 52 direct reports and over 2,100 indirect reports. Of the 52 direct reports, 59.6% (31) fit in the Millennial age range, and the remaining 40.4% (21) were either classified as Generation X or Baby Boomers.

The manager participants were asked to disclose the level of their position within the company. Of the eight managers, 12.5% (1) were entry-level, 50% (4) were mid-level, and 37.5% (3) were senior level. Of the eight managers, 87.5% (7) identified as Caucasian and 12.5% (1) identified as African-American.

The participants were asked how long they had worked in their current role and how long within the entire organization. Both questions used the same range of 0-3 years, 4-6 years, 7-10 years, 11-15 years, and 16-20 years. For participants in their current role, both the 0-3 year range and 4-6 year range each resulted in 37.5% (3) and the 11-15 year range consisted of 25% (2). The participants then identified their tenure within the organization. Both the 0-3 year range and 4-6 year range resulted in 12.5% (1), the 7-10 year range consisted of 25% (2), and the 16-20 year range comprised 50% (4) of the participants.

Finally, the managers were asked if they had a personal smartphone, a smartphone provided by the company, or both. Of the managers, only 37.5% (3) indicated the company issued a smartphone and 62.5% (5) indicated the smartphone was personal and not issued by the company. A summary of the manager participant demographics is provided in Table 5.

Table 5

Manager Participant Demographics

n = 8	
Factor	%
Gender	
<i>Male</i>	62.5
<i>Female</i>	37.5
Generation of Manager	
<i>Baby Boomer</i>	62.5
<i>Generation X</i>	25.0
<i>Millennial</i>	12.5
Organization Level	
<i>Entry Level Management</i>	12.5
<i>Mid-Level Management</i>	50.0
<i>Senior Level Management</i>	37.5
Number of Years Working in Current Role	
<i>0-3 years</i>	37.5
<i>4-6 years</i>	37.5
<i>7-10 years</i>	0.0
<i>11-15 years</i>	25.0
<i>16-20 years</i>	0.0
Number of Years Working at Organization	
<i>0-3 years</i>	12.5
<i>4-6 years</i>	12.5
<i>7-10 years</i>	25.0
<i>11-15 years</i>	0.0
<i>16-20 years</i>	50.0
Ethnicity/Race	
<i>African-American</i>	12.5
<i>Asian</i>	0.0
<i>Caucasian</i>	87.5
<i>Hispanic</i>	0.0
Smartphone Provided by Work	
<i>Yes</i>	37.5
<i>No</i>	62.5
Generation Level of Direct Reports	
<i>Baby Boomer/Generation X</i>	40.4
<i>Millennial</i>	59.6

Research Findings

The findings address the two research questions stated from the previous chapters. The responses from the participants were analyzed and grouped into smaller sets with a code. The codes were then grouped and themes were determined within each research question. Direct quotations from participants were included to better understand smartphone use.

Findings for Research Question One

How do Millennial Generation employees describe their use of smartphones in the workplace?

In order to explore the research question above, the researcher interviewed 11 Millennial employees from two different organizations. The participants were asked 13 specific questions and were asked for clarification when it was needed. The responses from the participants were analyzed and grouped into smaller sets with a code. The codes were then grouped and themes were determined. The smartphone log results and themes provide the framework to answer the research question.

Organizational position.

Please describe your current role in your organization.

In this study, the Millennial participants were asked to identify their position within the organization. All 11 participants described their role as an entry-level position. Additionally, all 11 participants indicated they had been in their current role for less than one year. Only two of the participants had more than six years of experience within the company.

One Millennial, who traveled quite frequently in her current position, replied:

I am a strategic account manager. My previous position was a strategic dealer relationship manager. What I do is I am a representation for the company. I travel throughout the US where territories need that representation as a part of the company and provide them the complete value proposition of the company and doing business with us (Participant 9).

One Millennial participant, who indicated she used her smartphone excessively outside of work hours, replied:

My title is follow-up specialist. What my job entails is that I work closely with all the mail that comes in through the company and I distribute it to each department as well as each individual whether it is Hotmail or specific mail. Also, I am in charge of miscellaneous projects and stuff that are needed immediately when others are unable to perform them (Participant 10).

Another participant, who had been with his company for over three years, responded:

My title is account manager. I work pretty much directly under the Chief Financial Officer here. I do a lot of the financial reporting for the company. I do a lot of the management reporting that goes to the Board of Directors and senior executives. Then, I do a lot of just variance analysis type stuff where I compare our financials to projections and to other institutions (Participant 4).

One Millennial, who had only been in his role a few months at the time of the interview, replied:

I am a strategic dealer relationship manager. Basically, it is a sales position just managing the relationship with our dealership. I do not actually have any direct reports. It is really just managing the relationship between the individual dealership and our company (Participant 6).

The participants were all entry-level employees and had various positions within the two organizations. All of the participants indicated that they did not have any employees reporting to them in their current role.

Culture and work environment.

Please describe your work environment.

The Millennial employees interviewed in the study were employed by two different organizations. Identifying the culture and work environment provided knowledge into the daily work life of each employee. When asked about the culture and work environment established by the company and managers, one participant explained that smartphones were never addressed because “they seem to trust the employees, and as long as you get your work done, it is fine” (Participant 3). Another participant stated, “it is very normal to have your smartphone out at work as long as the VP’s do not see you on it” (Participant 7).

One participant, who did not believe he overused his smartphone at work, replied:

My work environment is great. It is flexible. They give me a flexible work environment. What I mean by flexible is that in some environments, you are micromanaged and told what to do, but here, it is different in the way that I am able to express myself. And I can bring my opinions to the door and it even gets considered. There is also a lot of opportunity for growth because I do not know everything. There really isn’t a person that knows everything, but I just have that opportunity to meet with people and learn what they are doing. The learning does not stop here which is what I want (Participant 5).

Another Millennial, who had been in her current position for less than a year, replied:

I would say very friendly. People are willing to help. As far as atmosphere-wise it is quiet. The senior managers all have closed offices and rooms but everyone else is in cubicles (Participant 2).

Additionally, one participant stated that:

The majority of the working environment is within a cubicle. Anyone who is an AVP or higher has either a larger cubicle or a closed office. However, I would say the majority or everyone is in close-quartered cubicles. I would say that they are pretty decently sized. They are not too short to where you feel like you are eye-level with anyone on the other side, but the nice feature with our cubicles is that

our desk can rise. They are automatic so if you want to stand and do your work you have that ability and then you can see everyone (Participant 10).

Participant 1, who had worked for the company for less than six months, described his office setting as follows:

It is the prototypical office setting. We have cubicles, it is very quiet, and everyone is sitting at their desks working on their projects. If you ever want to collaborate with other people you just walk over to their cubicles. It is open yet closed at the same time because you cannot see other people unless you walk around to their cubicle (Participant 1).

In this study, only one participant indicated that he had an office. The remaining ten participants stated that their work environment included a cubicle type office setting. Exploring the work environment and culture set by the manager and company allowed the researcher to understand the day-to-day life each participant experienced.

Smartphone familiarity.

Please describe your level of experience with a smartphone.

All Millennial participants were required to have a smartphone. In most cases, the Millennial participant personally owned the smartphone used to complete the study. Only one participant had a company-issued smartphone. This interview question asked participants to describe their proficiency and experience level with a smartphone.

One Millennial, the oldest Millennial participant in the study, replied:

I want to say about 10 years ago is when I kind of started with a smartphone, and it is because you are kind of forced if you want to have any kind of data plan on it. You are pretty much forced to have a smartphone now. I guess if you compared me to like a bigger population, then I am probably just like a beginner level. Like if I could go back to a flip phone, I would probably do it (Participant 5).

Another participant, who indicated that he overused his smartphone at home, responded:

I have been using a smartphone since well I am not even sure when smartphones came out. Probably I would say early college or late high school. I would say I am pretty high level. They are useful (Participant 7).

One participant, who heavily relied on her smartphone while she traveled for work, replied:

My first smartphone was when I was 19 or 20-years-old. I am going to be 26 in a few months. I have about six years of experience. I have a Microsoft [computer] for my personal [use] and then I have an iPhone for my business. I feel that it is easier for the iPhone because everyone has an iPhone so they can see when I received their message and when I read it. For my Microsoft, I use it because I take a lot of pictures (Participant 9).

Participant 1, who did not use a smartphone to perform any work responsibilities, stated:

As with any Millennial, I am pretty experienced with a smartphone. I use it quite a bit for personal and used to be for work but not now. I've had one for probably four years (Participant 1).

One of the youngest Millennial participants answered:

I have had a smartphone since I was 11-years-old, and I am 25-years-old now. So, I guess it has been 14 years. I have worked from everything from a flip phone to a couple of iPhones, so I would say I am fairly versed (Participant 10).

This question addressed each participant's proficiency with a smartphone. At the time of the interview, every participant had over four years of experience with a smartphone. This indicated that every participant had smartphone experience prior to the current role.

Purpose for smartphone usage.

In what ways do you use a smartphone?

As mentioned in chapter two, smartphones have a variety of capabilities. Each participant was asked to identify the ways in which he or she used a smartphone to understand the appeal of the device and the purposes for which the device was used most often.

One Millennial participant, who had worked under her manager for over four months, replied:

Instagram, Facebook, Snapchat, and People. I check my e-mail a lot because it is habit and partially because we do have breaks in our day where we will be running code and it takes a few minutes. I check e-mail then and for social media or using Google (Participant 3).

One participant, the oldest Millennial out of the entire group of Millennials, responded:

The only thing I use my phone for is texting, and occasionally I will get on YouTube. I do use it for e-mail. I usually just use it to check my e-mail and not ever to reply. The way they have it is that we are not able to really access, if I use my computer, my work computer, I cannot access my Hotmail or even Yahoo or Gmail. So, that is actually why I use my smartphone – to check my e-mail. This increases my smartphone use at work (Participant 5).

One participant, who only had a personal smartphone, described his use as follows:

I use my smartphone for texting, Instagram, and Twitter. We use it for presentations and for notes, time management, calendar, e-mail, and to keep up with our portal. Keeping in contact with family. Keeping up with close friends. I think we all have a handful of friends who we kind of prioritize who we want to respond to during the day (Participant 7).

One participant, the only one to disclose that she traveled during the week of recording the smartphone log, replied:

I use it for phone calls – both personal and work-related. I use it for my e-mail. I use it for the apps. I definitely love the apps. When I travel on the road, I use navigation. Even though I am subscribed to OnStar I always fall back and use my

navigation. I have mobile apps where I can find restaurants that deliver. A lot of times I am working late in the room so that cuts down time of having to actually talk to somebody. Online shopping. As well as like social media. Then, I use it for texting a lot for any of those who do not want to talk to me over the phone. Most of the time when I am at work I won't try to get on social media if it is constantly busy. I had a cousin who wrote me on Instagram, and it took me about three hours to respond to her because I have so much going on. Once I feel like work has come to a pause and there is really nothing I can do until I hear back from someone then I will look out on my social media (Participant 9).

Another participant, with over six months of experience in her current role, described her smartphone use at work as follows:

The main uses are Internet, texting, and phone. I have work e-mail on there so I can access that. I have my personal e-mail. Social media and streaming, apps, shopping apps, really anything that could be done on my computer, I do on my phone (Participant 8).

Each Millennial described the reason for picking up the smartphone. The appeal to each participant varied. However, Internet, e-mail, text messaging, and mobile apps were the most frequently mentioned purposes for using a smartphone. The use is further investigated with the smartphone log presented in the next section.

Smartphone log results.

Describe your smartphone usage during the workday.

Each Millennial participant was asked to complete a personal log of smartphone use during the workday. The reason for the personal log was to identify the purpose behind using a smartphone. The researcher explained the purpose of the personal log to eliminate any fear or hesitation toward documentation of the usage. Two of the 11 Millennial participants did not complete the log for the entire week. Both participants who did not complete the log stated work demands prevented participation. These two logs were omitted from the study due to incomplete smartphone log information.

Each participant received five separate smartphone logs and was asked to make a tally mark each time the smartphone was looked at, picked up, or used. Then, each participant indicated whether the reason was for e-mail, text messaging, making or receiving a phone call, social media, or other various activities. Additionally, the participant indicated whether this was for a non-work-related reason or a work-related reason as seen in the picture below in Figure 1:

|Smartphone Log

Please make a tally mark every time you use your Smartphone during the workday for the reasons located in the chart. Additionally, please indicate whether the use was non-work-related or work-related and the estimated total time. This chart may be used per day or for the entire week. For example, a text message to a friend would be considered a "Text for non-work-related use" so you would place a tally mark in that box. Please do your best to be as accurate as possible, but it is understandable if you need to estimate at the end of the day.

Smartphone Use	E-mail	Phone Call	Text	Social Media	Other	Estimated Total Time
Non-work-related						
Work-related						

Figure 1. Picture of Smartphone Log

At the end of the week, each smartphone log was compiled and assessed to understand the purpose behind using a smartphone during the workday. The log also identified the number of hours and minutes each participant disclosed based on participation in each activity.

The smartphone log, in addition to the interview with each participant, provided a comprehensive understanding of smartphone use in the workplace. The smartphone log alone provides a quick view into why Millennials used the smartphone, how frequently, and for what reason. For example, the smartphone log results indicated that one participant spent two hours and five minutes on their phone for non-work-related reasons and logged 140 text messages. The interview then explained that a smartphone was not needed for any part of his job, which provided a comprehensive understanding of smartphone use.

Table 6 shows the non-work-related smartphone usage from the Millennial participants during work over the course of a week. Each row shows the number of instances in which the participant used the smartphone. For example, the number 20 under the column for E-mail indicated that the participant read or answered non-work-related e-mail 20 times, which placed the focus on the device rather than work. The row also provides the number of text messages, phone calls, social media checks, and other various activities that were non-work-related. Each participant was asked to estimate total smartphone time use at the end of each day. This estimated total time, which is reported in hours and minutes, is provided in Table 6 under the last column.

Table 6

Millennial Smartphone Log Non-work-related Usage

Participant	E-mail	Phone Call	Text	Social Media	Other	Estimated Total Time
Participant 1	20	0	140	9	5	2:05
Participant 2	25	5	165	17	6	7:30
Participant 3	15	2	17	10	4	2:05
Participant 4 ^a						
Participant 5 ^a						
Participant 6	12	0	37	0	7	1:10
Participant 7	14	1	107	88	47	5:00
Participant 8	7	0	39	4	1	4:05
Participant 9	9	18	43	2	0	2:50
Participant 10	8	1	135	19	5	6:40
Participant 11	11	0	87	34	19	2:00
Total	121	27	770	183	94	33:25

Note. Each number represents the total number of tally marks each participant identified as non-work-related usage of the smartphone and the estimated total time in hours and minutes

^aParticipants 4 and 5 did not complete a smartphone log

Table 7 also provides similar information to Table 6. However, Table 7 provides the work-related smartphone usage from the Millennial participants during work over the course of a week. Each row shows the number of instances in which the participant used their smartphone for text messages, phone calls, social media checks, or other various activities that were work-related. The estimated total work-related smartphone usage, which is reported in hours and minutes, is provided in the final column.

Table 7

Millennial Smartphone Log Work-related Usage

Participant	E-mail	Phone Call	Text	Social Media	Other	Estimated Total Time
Participant 1	0	0	0	0	0	0:00
Participant 2	0	0	0	0	0	0:00
Participant 3	0	0	0	0	0	0:00
Participant 4 ^a						
Participant 5 ^a						
Participant 6	4	0	1	0	0	0:15
Participant 7	2	1	2	0	0	0:10
Participant 8	0	0	9	0	0	0:30
Participant 9	310	109	15	0	0	37:00
Participant 10	14	3	0	0	0	1:22
Participant 11	0	0	0	0	0	0:00
Total	330	113	27	0	0	39:17

Note. Each number represents the total number of tally marks each participant identified as work-related usage of the smartphone and the estimated total time in hours and minutes

^aParticipants 4 and 5 did not complete a smartphone log

Table 8 is a revised version of Table 7. Participant 9 indicated she traveled during the week she logged her smartphone usage. This did impact the participant's smartphone usage for work-related reasons. The participant stated that she worked away from the office and used her smartphone rather than a desktop or laptop computer for all work responsibilities. The participant indicated that this was not an accurate representation of her normal work-related smartphone usage during a typical week at work. Therefore, Table 8 provided the same information as Table 7 with the elimination of participant 9's smartphone usage from the results. In particular, the estimated total time from all participants was reduced from over 39 hours to just over two hours. Thus, this view provides a more accurate representation of the work-related smartphone usage by the Millennial participants in the study.

Table 8

Revised Millennial Smartphone Log Work-related Usage

Participant	E-mail	Phone Call	Text	Social Media	Other	Estimated Total Time
Participant 1	0	0	0	0	0	0:00
Participant 2	0	0	0	0	0	0:00
Participant 3	0	0	0	0	0	0:00
Participant 4 ^a						
Participant 5 ^a						
Participant 6	4	0	1	0	0	0:15
Participant 7	2	1	2	0	0	0:10
Participant 8	0	0	9	0	0	0:30
Participant 9 ^b						
Participant 10	14	3	0	0	0	1:22
Participant 11	0	0	0	0	0	0:00
Total	20	4	12	0	0	2:17

Note. Each number represents the total number of tally marks each participant identified as work-related usage of the smartphone and the estimated total time in hours and minutes

^aParticipants 4 and 5 did not complete a smartphone log

^bParticipant 9 was removed to eliminate potential inaccurate representation of results

Smartphone log results by participants. The smartphone log provided insight into the workday of each participant. To better understand each participant and to further answer the first research question, a brief description is provided for each participant.

Participant 1 did not need a smartphone to perform his work responsibilities. In fact, he reported no work-related smartphone usage during the week. Participant 1 did report non-work-related smartphone usage. He logged 20 e-mails, 140 text messages, 9 social media checks, and 5 other. Additionally, participant 1 estimated he spent over two hours on his smartphone during the workweek for non-work-related use. When asked if the participant overused his smartphone while at work, participant 1 replied, “No, because I do not think it interferes with my job.”

Participant 2 logged 25 e-mails, 5 phone calls, 165 text messages, 17 social media checks, and 6 other for non-work-related smartphone usage during the workweek. She indicated no work-related smartphone usage over the course of the week. Participant 2

estimated 7 hours 30 minutes of non-work-related smartphone usage. This was the highest estimated total time for all of the participants. Participant 2 picked up her phone over 200 times during the week, which was the second highest total. When asked if the participant overused her smartphone while at work, participant 2 replied, “No, I do not think that I overuse it. I don’t think it hinders my performance in any way.”

Participant 3 did not indicate any work-related smartphone use during the week. She also had the lowest total tally marks with 48. Participant 3 logged 15 e-mails, 2 phone-calls, 17 text messages, 10 social media checks, and 4 other in the non-work-related category. Out of the nine participants, the non-work-related smartphone usage ranked third lowest for the estimated total time. Although the number of total tally marks was the lowest, participant 3 estimated over two hours of non-work-related smartphone use. This indicates that participant 3 spent more time on her smartphone for each tally mark than the majority of the participants. When asked if the participant overused her smartphone while at work, participant 3 laughed and replied, “No.”

Participant 4 did not complete a smartphone log due to work demands. Although his company does not provide a smartphone, participant 4 did indicate that he uses one for both work-related and non-work-related reasons during the workday. When asked if the participant overused his smartphone while at work, participant 4 replied, “I do not think I overuse my smartphone while at work, but after work is a yes.”

Participant 5 did not complete a smartphone log due to work demands. He stated that he rarely uses his smartphone for personal reasons during the workday. In fact, participant 5 said most of his downtime was spent on learning new concepts and programs in order to move up within the organization. When asked if the participant

overused his smartphone while at work, participant 5 laughed and replied, “No, and I am like the complete opposite.”

Participant 6 rarely needed a smartphone to perform his work responsibilities. He did suggest that his usage might increase in the future when he starts to travel more. During the week he logged his usage, participant 6 indicated about 15 minutes of work-related smartphone use. This included four e-mails and one text message to his supervisor. Participant 6 logged 12 e-mails, 37 text messages, and seven other for a total of 56 non-work-related uses. Although this number was higher than participant 3, participant 6 only estimated a total time of 1 hour 10 minutes, which indicated he stayed on his smartphone for less time. When asked if the participant overused his smartphone while at work, participant 6 replied, “No, not me personally.”

Out of the nine participants, participant 7 ranked third highest for estimated total non-work-related smartphone usage. He indicated five hours of use that were comprised of 14 e-mails, 1 phone call, 107 text messages, 88 social media checks, and 47 other for non-work-related usage. This participant logged the most tally marks with over 250 total. For work-related usage, the participant recorded only 10 minutes of usage comprised of two e-mails, one phone call, and two text messages. When asked if the participant overused his smartphone while at work, participant 7 replied, “No, I would not say I overuse it. Now, I would say at home.”

Participant 8 indicated that a smartphone was not necessary for work-related reasons. She recorded only nine text messages and 30 minutes of estimated total time on her smartphone for work-related reasons. Participant 8 recorded 7 e-mails, 39 text messages, 4 social media checks, and 1 other for non-work-related reasons. These 51

tally marks are the second lowest total indicated by the participants. However, the participant estimated over four hours of usage which ranked her the fourth highest among all participants. This suggested that participant 8 spent more time per tally mark on her smartphone than every participant. When asked if the participant overused her smartphone while at work, participant 8 replied, “I definitely know I could be using it less but I do not think I am overusing it.” She also replied, “My fellow Millennial coworkers definitely are.”

Participant 9 was the only participant to log more work-related smartphone usage than non-work-related usage. However, the participant traveled during the week and was not in the office, which resulted in more smartphone time because she worked remotely. For non-work-related usage, the participant logged 9 e-mails, 19 phone calls, 43 text messages, and 2 social media checks. The participant estimated the total time to be 2 hours 50 minutes. While she traveled, the participant logged 310 e-mails, 109 phone calls, and 15 work-related text messages. The participant estimated a total of 37 hours on her smartphone for work-related reasons over the course of the week. The participant did indicate this was much higher than normal and was due to the lack of a desktop computer while she traveled. When asked if the participant overused her smartphone while at work, participant 9 laughed and replied, “Yes, I use it too much altogether.”

Participant 10 did not need a smartphone to perform her daily work responsibilities. She logged 8 e-mails, 1 phone call, 135 text messages, 19 social media checks, and 5 tally marks in the other category for non-work-related smartphone usage. Participant 10 estimated a total of 6 hours 40 minutes of non-work-related usage. The participant logged 14 e-mails and three phone calls for work-related reasons. She

estimated approximately 1 hour 20 minutes of work-related smartphone usage. This means the estimated total time, both work-related and non-work-related, was equivalent to one full day of work. When asked if the participant overused her smartphone while at work, participant 10 replied, “I think that everyone within my team uses their phone so it does not feel like you are overusing it. I would say that in a whole day I do rely and use it probably way more than I should in a work environment.”

Participant 11 was the youngest Millennial participant. She logged 11 e-mails, 87 text messages, 34 social media checks, and 19 other tally marks for non-work-related smartphone usage. Additionally, she estimated two hours of non-work-related smartphone use during the week. The participant did not log any usage or time for work-related reasons. The participant indicated that a smartphone was not necessary to complete her job responsibilities. When asked if the participant overused her smartphone while at work, participant 11 replied, “I definitely know I could be using it less but I do not think I am overusing it.”

Smartphone log comparison. Table 9 presents a summary of the work-related and non-work-related usage totals from the study. Table 6 provided the results of the non-work-related smartphone usage log. Table 7 provided the results of the work-related smartphone usage log. Finally, Table 8 presented the results of Table 7, which removed participant 9’s total tally marks because the participant’s work responsibilities were atypical due to traveling for business purposes. However, the participant’s non-work-related smartphone usage was included in Table 6 because the participant used the smartphone during work hours.

Table 9

Smartphone Comparison Log

Table	E-mail	Phone Call	Text	Social Media	Other	Estimated Total Time
Table 6 ^a	121	27	770	183	94	33:25
Table 7 ^b	330	113	27	0	0	39:17
Table 8 ^c	20	4	12	0	0	2:17

Note. Each number represents the total number of tally marks each participant identified as a reason for using a smartphone

^aTable 6 shows the results of non-work-related smartphone usage

^bTable 7 shows the results of work-related smartphone usage

^cTable 8 shows the results of Table 7 when removing participant 9's results

When the results of Table 6 and Table 8 were compared as shown in Table 9, there were 1,195 total tally marks for non-work-related usage and 36 total tally marks for work-related usage. The number of work-related tally marks increased to 470 when participant 9's results were included. These results were removed to better represent a normal workweek in the office environment.

When the total e-mails were reviewed, the results indicated 121 e-mails for non-work-related reasons, which made up 10.1% of the non-work-related tally marks. The smartphone logs indicated 20 tally marks for work-related reasons, which made up 55.6% of the work-related tally marks. The number of e-mails for work-related usage increases to 330, or 70.2% of all work-related tally marks, if participant 9's results were included.

The total number of phone calls for non-work-related usage was 27, which made up 2.3% of all non-work-related tally marks. This compared to four for work-related reasons, or 11.1% of all work-related tally marks. The number of phone calls for work-related usage increases to 113, or 24% of all work-related tally marks, if participant 9 were included.

The number of text messages for non-work-related usage was 770, which made up 64.4% of all non-work-related tally mark. This compared to 12 work-related text messages or 33.3% of all work-related tally marks. This number increases to 27, or 5.7% of all work-related tally marks, if participant 9 were included in the results as presented in Table 7.

The social media tally marks for non-work-related usage was 183, which made up 15.3% of all non-work-related tally marks. There were no tally marks for work-related social media checks, which indicated that social media was not used to perform one's job responsibilities.

The other category recorded a total of 94 tally marks for non-work-related usage, which made up 7.9% of all non-work-related tally marks. No participants recorded any usage in this category for work-related purposes.

The final column in the smartphone log required participants to estimate the total smartphone usage time for both work-related and non-work-related usage. For non-work-related usage, the participants estimated a total of 33 hours 25 minutes collectively. This total averaged nearly 3 hours 45 minutes of non-work-related smartphone usage per participant during a workweek. For work-related usage, the participants estimated a total of 39 hours 17 minutes collectively. Participant 9 indicated she traveled during the week of recording the smartphone log. Therefore, the results are higher than a typical workweek because she used the smartphone rather than a desktop computer or desk phone. When participant 9's results were removed, the total estimated time decreases to 2 hours 17 minutes as shown in Table 9. This total averaged approximately 17 minutes of work-related smartphone usage per participant during the workweek. Therefore, the

participants averaged four hours of smartphone usage for both work-related and non-work-related reasons during the week.

Overall, the smartphone log indicated that the primary reason for the use of a smartphone for non-work-related reasons was due to text messaging, which accounted for over 64% of the smartphone usage. The primary reason for the use of a smartphone for work-related reasons was due to e-mail, which accounted for approximately 56% when participant 9's results were removed. The percentage of smartphone usage for e-mail increased to 70.2% when participant 9's results were included, which indicated that e-mail was still the primary reason for the use of a smartphone for work-related reasons during the workday.

Desire to use smartphones.

Why do you feel the need to be on this device during work hours?

The smartphone log provided five different categories for smartphone use. Although this helped categorize the smartphone use, the participants were asked to disclose more information about the use to gain a more comprehensive understanding of smartphone use in the workplace by Millennials. This question also gained insight into behavioral aspects of smartphone usage and why the participants felt the need to use the device.

One participant, the youngest Millennial participant, described her use at work as follows:

I just randomly check my phone to see if anyone text messaged me. If they do, I will send them back a quick message. I try really hard not to be on my phone because I don't want to look bad just always being on it. If I do have free time, I will try to just Google on Wall Street Journal and try to stay away from it, but I will do the occasional text and social media check and check my e-mail. I use it to get updated, and if any of my friends send me a text, I will shoot them one right

back. With social media it is more of just trying to stay updated. I try really hard not to be constantly on it, but I will definitely go on it a few times. I will normally have a couple hours throughout the day where I will be searching for something to do, and so I will go on it for a little bit. This ties in with boredom when I have nothing to do so it gives me something to do (Participant 11).

One participant, who recorded 140 text messages for non-work-related reasons during the workday, replied:

I mostly use it when I have lulls in the day, when I am waiting for some of my code to run, or when I have a second to check my e-mail or a text from someone. I could send it then, but the majority of my usage is typically a habit. I'm often just texting a lot. For me, it is because I don't have enough to do. I have several lulls in the day so I need to fill it with something, or sometimes I am waiting for my code to run so it just takes a while. It may take a few minutes so I may just respond or send a text (Participant 1).

Another participant, with over six months of experience in her current role, described her smartphone use at work as follows:

I don't need to be on the device. I am actually very capable of leaving my phone behind and not being on it for extended periods of time. It is more of a convenience than a necessity. With texting, I hate when people take forever to respond so I am not that person. In our day and age, we have full on conversations through text message so it gives us the ability to have a conversation with someone while we are at work, which I do (Participant 8).

Another participant, who indicated he had been in his role for a couple of months, stated he checked his smartphone because:

I hate things vibrating or lights flashing so that is mainly why I do it. So I can get that to stop. I don't send a lot of texts at work because it gets me in trouble. I shouldn't text. Personally, I think as a society it has just been drilled into people, and they are just used to using it (Participant 6).

Another participant, who estimated about two hours of non-work-related smartphone usage, stated:

It is because I usually have a break in the day, or I really need to take a step away from what I am working on because programing can be tedious at times. I just need a break because the work is so tedious and sometimes you will just be digging, and this week I was working on a set of code that took me two weeks to

go through. I was looking at the same information every day just trying to debug it. When you are looking at the same thing for eight hours in any given workday, you have to take a step back or you are going to go nuts (Participant 3).

This question sought to understand why the Millennial participants felt the need to check their smartphones during the workday. In some cases, the smartphone was used as a quick break from the workday. Some participants mentioned their smartphones were only used when there was no work left to do. A few participants discussed the behavioral side of smartphone use. In particular, participants check their smartphones because it was a habit and engrained in their everyday life.

Coworkers' smartphone usage.

Describe the smartphone usage of your coworkers during the workday.

The participants were asked to describe the smartphone usage of their coworkers from their view. This perspective helped to determine if the coworkers' smartphone usage influenced the Millennial participants' perception of acceptable smartphone usage.

One Millennial participant replied:

I think most people do [use their smartphones], and I think that it is not a big deal. For me, I do not really like to be attached to my phone even when I go home from the workplace. I won't look at it for hours because I like to be left alone I guess. I am a little bit more introverted that way. I generally, I am just not attached to my phone at all so I don't feel the need to text people back unless it is like time sensitive. Not so much anymore because I mean you will see, I mean younger people seem to have their cell phone more and use it more. But most managers or bosses now bring their phones to meetings and other things (Participant 3).

Another Millennial, who was the youngest participant interviewed, stated that:

It kind of varies but a lot of them I rarely see on it. When I do, they are not trying to hide it. They will just be on it. I probably see from age 25-40 like they are pretty open about it, but from like 45 on, no. For example, I work with a lady who is probably in her 50s, and I have never seen her on it really. But the people maybe in their 20s are definitely on it and open about it (Participant 11).

One Millennial replied:

I think that there are a lot of people younger than me who are glued to their phone like 24/7. I don't even like considering myself a Millennial. I don't want to be in that group. In my observation and people who I have met, from like 26 to mid 30s are not as reliant than the younger. I do not know if you have talked to a teenager lately but it is like talking to a wall. It is pretty terrible and their social skills are very just non-existent (Participant 8).

Another Millennial participant, who mentioned the overuse of her smartphone after work hours, answered:

I would say that my team, we are really widely arrayed. We are not specifically pigeon holed into one age group. We range from the youngest being myself at the age of 25 all the way up to a 53-year-old on our team. So, I would say I see the younger ages kind of being more drawn toward social media on their phone at work, and I have never seen our oldest employee actually use their phone at work (Participant 10).

One participant, the oldest Millennial out of the entire group of Millennials, responded:

The only person who I would see is a guy who is kind of like me. I hear his phone and I think we have similar habits, and we don't really use it much. When I used to sit over there on that side, because I have been with this group for about three years now, I would say there is more phone usage. There are also more people over there. I think some people, especially one of my Millennial coworkers who still works here, she was on that thing constantly. She is like texting like a million miles an hour at work, which I still cannot do (Participant 5).

All participants stated that they saw other employees on their smartphone during the workday. Many of the Millennial participants also mentioned that they saw a distinct difference between the usages from the younger employees when compared to the older employees.

Manager's smartphone usage.

Describe the smartphone usage of your manager during the workday.

The previous question focused on the Millennial participants' view of their coworkers' smartphone usage during the workday. The participants were then asked to

describe how they viewed their manager's smartphone usage. This perspective helped to determine if the manager's smartphone usage influenced the Millennial participants' perception of acceptable smartphone usage. One participant described her manager's use and his expectations as follows:

He texts all the time. He is on his phone more than anybody else, and you can tell him I told you that. The expectation is do not let it consume your day. He just does not want us wasting company time on personal use but he is forgiving in some ways (Participant 8).

One participant, who recorded eight hours of smartphone use while at work, responded that:

I see my manager on her phone fairly often. I think it is more personal because I will see a text message. Briefly when I am walking by, I will see the text message bubbles, or I will see Facebook I would say that my direct manager, so the AVP, I rarely see her on her phone. However, the manager of the team who I work closely with, and my AVP is a female so I am not sure if that is relevant, the male manager who oversees the team that I work with I see him on his phone fairly often (Participant 10).

One participant, who obtained a Master's degree, stated:

I have seen him take personal phone calls and respond to e-mails but I don't think it interferes with his work. I see it definitely happening with him but it is not a huge issue (Participant 1).

The youngest Millennial in the study replied:

My manager, I have definitely seen him on his phone, and he is not shy about it either. It is probably the most just because he is higher up and it is fine. He is also probably doing work stuff on it that I don't know about (Participant 11).

The Millennial participants indicated that all of their managers use their smartphone while at work. The usage included both work-related and non-work-related smartphone use. The participants noted smartphone use was normal throughout the entire workplace.

Benefits to millennial smartphone use.

In what ways do smartphones benefit you at work?

As mentioned previously, smartphones have numerous functionalities that can be beneficial to the user. When asked how smartphones were advantageous in the workplace, only five Millennials indicated that they were a benefit in regard to daily work activities. For example, one Millennial stated that:

Communication. Communication is key. Everybody needs to be communicating and on the same page. That is very important in my role. Reliability. My customers know that they can rely on me because after all my title and my role is all about building that relationship with them. So, if they do not have anyone who they can communicate with and rely on, I mean it is like a lifeline. I do not know what I would do without my smartphone. It helps me stay up to date. It helps me communicate and that is it. It just helps let me know what is going on (Participant 9).

Another Millennial participant with only a personal smartphone indicated that:

I think just the aspect of being the point of contact. Being able to have a quick response via text if someone cannot call my office line or something like that. You know there are certain sites we cannot access from our computer due to network restrictions from a company perspective so in the event there is something I need to reference for work-related information I can do it on my phone (Participant 8).

One Millennial participant, who had been at his organization for over six years, stated that:

I am not really sure how it benefits work in general. Like I said, it just makes me more available or if one of the other employees or my coworker is not available then I can contact them through the use of the phone. It does connect directly to the server so just having access to my e-mail and some of the other information that can be found on our server is really helpful when I am not at the office. I said it could be a distraction but I think the benefit to me outweighs the cost for just being more accessible. There are a lot of different uses for it that I think outweigh the cost. I think that it is very beneficial and the more that technology advances the opportunities that come with this technology like you have to stay current. You have to (Participant 4).

One Millennial, who spent over six hours on her smartphone during the week for non-work-related reasons, indicated that:

I think for me my smartphone benefits me because it is a form of escape from the office environment. I think it is a good way for me to feel kind of connected and feel in touch with everything that is happening outside of the work environment. So, it keeps me connected to friends and family and that is pretty much it (Participant 10).

The benefits of a smartphone while at work varied among the participants. The most frequent benefit of the smartphone was the ability to communicate and connect with people through text message, phone call, social media, and e-mail. Three participants mentioned that the smartphone was used because specific Internet sites were blocked on the company network. The inability to access those sites from their desktop made smartphone use a benefit since the participants could access the sites from their device.

Detriments to millennial smartphone use.

In what ways are smartphones detrimental to your work? In what ways are smartphones detrimental to the company?

Smartphones have perceived benefits to the user; however, some participants stated that smartphones negatively impact their work environment. From the Millennial participants, 10 indicated that their smartphone is not an advantage from a work perspective. One Millennial stated:

At work... right now they honestly don't benefit me. It is more of just personal use and just a distraction from the workday so right now they don't. They definitely distract me from doing something or trying to find something else to do (Participant 11).

One Millennial, who acquired a Master's degree, suggested that:

I would say it does not benefit my productivity by any means but as far as personal use and staying in touch it does. I get news reminders on my phone so sometimes news updates. It just keeps me aware of what is going on during the day rather than get lost in my work all day (Participant 2).

Another Millennial participant, who recorded over 200 non-work-related tally marks on the smartphone log, replied that:

I would say that I would get more work done if I did not have a smartphone, or I did not have a phone on me. There are days when I forget it in the car or at home, and I would see that my work improved on those days. I would not say they are detrimental to the company now, but I would say if we had more access to the things we use on our computer on our phone, it would allow the employees to be more productive. Now, if I could check my e-mail on my computer or hook up my text to my computer it would be easier for me then (Participant 2).

The only participant to acknowledge she overused her smartphone during work stated:

I find it taking away from my personal life because I feel that I put work before my personal life, and I put social media even before my personal life. You know if my daughter is at practice or something then I can easily get on my phone and I will lose track of time. Like I have noticed I would rather pick up my phone than rather pick up a book now and that was never me growing up because I didn't have a smartphone (Participant 9).

The only participant with a company-issued smartphone replied:

I think, pretty common, but just a distraction. I think everyone kind of gets to the point where they are just burned from the day or something like that and really don't want to work but umm... I think it is it just depends on the person. I feel like if I have a lot of work to do it is not going to help me to put my work off or getting distracted from it because the work still has to be done. I would rather get it done during my workday than have to potentially stay after hours or come on a weekend (Participant 4).

One participant had a different perspective. She mentioned that smartphones were a benefit because they kept her from distracting other coworkers and aided in multitasking. When asked if they were detrimental, she replied:

In my experience, it is not detrimental because I do not believe it takes away from my work. If anything, I am using it just as a break, so I would need to take that break anyway. I also think if I am on my break on the smartphone, I am not talking to another coworker and distracting them. I do think that is actually a plus of smartphones instead of taking a break that interrupts coworkers from doing their job. Instead, you could just be on your smartphone and take 15 minutes to yourself. Most people can multitask and most people in our generation are used to multitasking all of the time. I actually believe that it helps us because we are all a little ADD just because of all of the technology around us. If we had just one thing we would all be restless and get less done (Participant 3).

It was evident that smartphones provided a distraction to many of the Millennial participants during the workday. The responses often mentioned that productivity was impacted. While one participant stated that her smartphone was not detrimental to her performance, every other participant disclosed that smartphones negatively impacted them or the company in some way.

Manager's perspective on smartphone usage.

How does your manager view smartphone usage while at work?

The participants were asked to think about their smartphone usage and identify how their manager views this usage. Understanding the manager's perspective on smartphone usage was important because it identified the Millennial's comfort in openly using the device during work hours.

One Millennial participant, who had worked under her manager for over 4 months, replied:

He's fine with me being on my smartphone. Actually, probably more so than I am. He was at my desk once and my phone rang. It was from an unknown number, and he was like "you can get that if you need to." I was like "no. We are

working on a work issue. We are working on a project. I'm not going to stop and take the call." I was definitely not going to stop and take a phone call from someone I don't know. That can wait so I would say he is really chill (Participant 3).

Another Millennial participant, who had been at his current job for less than one year, described the environment as follows:

From my personal view, he has said nothing to me about it. The fact that I see him with his phone out and texting or taking a personal phone call, I would imagine it is no issue as long as it does not interfere with your work (Participant 1).

One participant, who recorded 8 hours of smartphone use while at work, responded that:

I would say that she is fairly lax about it. Obviously, she does not want it affecting your performance, and she wants you to do your work. She is, you know, very modern in a sense that she knows it is something that everyone for the most part has and uses. So, instead of skirting the issue or creating a kind of hostile issue about it, she is open to it as long as it is not affecting your work (Participant 10).

One participant, who recorded the highest number of non-work-related text messages, indicated:

He does not care as long as you get your work done. He just thinks you should prioritize your work. He does not really view us like children. He just wants us to get our work done (Participant 2).

Participant 4, who had been at his organization for over six years, responded:

I don't think she would have a problem with it. But mostly because I get my job done. Like I said I am not above being distracted. I could be distracted but again if it is about getting my job done that usually comes first. I would rather not have to come in on a weekend or work extra to finish up so (Participant 4).

The participants had similar responses to this question. In most cases, the manager did not care about the smartphone use as long as the work was completed. The participants felt that this behavior was accepted and normal in the workplace because the manager also used the smartphone at work.

Smartphone policy.

What is your company's smartphone policy while at work? If a smartphone policy is in place, how is the policy enforced? In which ways do you violate the policy?

Participants were asked if a smartphone policy existed in their workplace. Additionally, if one did exist, participants were asked if the company or their manager enforced the smartphone policy. This information, coupled with the culture and work environment, provided insight into how Millennials describe their use in the workplace. One participant responded, "I have no idea" (Participant 8).

One participant, the oldest Millennial with the longest tenure in his organization, stated that:

Everyone is going to fail that question. I think we have been conditioned in a bad way because we have a whole big compliance group. They send us all of these acknowledgments and new policies that they have come up with. No one has time to read them. I am sure I have signed somewhere an agreement about technology and all that, but I am not aware of it. I am sure there is something out there though. I couldn't tell you (Participant 5).

Another participant, who logged over 60 tally marks in the smartphone log, responded:

We have a couple hundred or more policies. I will be honest. When I first started with the company a little over five years ago, I was the kid who was reading them. I was reading through all the pages, and I didn't want to do that anymore. So since then, I do it like everyone does their cell phone contracts or smartphone contracts. You just say, "Yes, I agree Verizon. Please take my personal liberties." There probably is one, and actually I know there is one that talks about all that stuff. I know some of it is about not being an idiot and posting anti-company stuff or anti-people stuff on social media. You just cannot make the company look bad. I'm sure it is mostly to do with that, but there is probably a usage at work policy. I am almost positive (Participant 6).

One participant, who indicated that her manager used his smartphone at work more than her, responded that:

I honestly have no idea if we have a smartphone policy. I will tell you I tried looking before the interview and did not look hard enough because I did not find one. How do you define a smartphone usage from a smoke break? If you have smokers and they have to take three 15-minute smoke breaks during the day, what is the harm in someone who does not smoke taking three 15-minute smartphone breaks? It is acceptable to take smoke breaks so why not smartphone breaks (Participant 3)?

When asked if any policy is enforced, one participant stated that:

The company's policy is that smartphones, actually phones in general, are not to be used at work. That would include texting, phone calls, e-mails. It is a hard and fast rule in the policy, but I do not see it being enforced at all while at work (Participant 1).

The only participant with a company-issued smartphone replied:

I have read it before, but it is kind of the standard thing. You know, stating that basically the information belongs to the company, and they would have access to it in the event of some sort of investigation. It just talks about the confidentiality of it all, but again, I don't think any of that really scares me unless you kind of draw attention to yourself. I know they have access to some stuff. Again, what access I am not 100% on, but I think it is really more for those who just really abuse the technology (Participant 4).

Many of the Millennials were not aware of a specific smartphone policy in the workplace. A few of the participants thought a policy existed in some form; however, it was not clear if this policy referred to a cell phone, a smartphone, a company-owned phone, or a personal device. If a policy did exist, their managers did not enforce it. The participants noted that an abundance of policies limited the awareness and effectiveness of a smartphone policy.

Millennial advice for management.

What advice would you give a manager or company trying to enforce a smartphone policy at work?

Each Millennial participant was asked to provide advice to managers regarding smartphone use in the workplace. They were also asked how they felt if smartphones were banned from the workplace if a smartphone was not needed for one's specific role. One Millennial simply stated, "They need to get with the times because everyone is using it" (Participant 7).

The youngest Millennial participant interviewed with over five years of work experience at her organization said:

I think they need to make their goals a little bit more realistic. I don't think you can truly eliminate and say no smartphones at all because people in this day and age are going to be on it. Even if it just an occasional check that I do that lasts just like a minute, I feel like it is ok. I don't think people should be working the complete eight hours the entire time. I think just like setting standards for your employees and making sure their priorities are in line with completing their jobs first and having smartphone usage as a back thought. I think they need to be clear about what the rules should be but also need to be very realistic in how they manage them (Participant 11).

One participant, who had a Bachelor's degree and over four years of experience with his organization, stated that:

I have a lot of downtime at my job. I would say something that would probably help is to just keep people engaged in other ways. Not necessarily micromanaging because then that just creates other problems but have an itinerary of things you want done. I just think keeping people active and engaged in what they are doing. When you are busy doing something your mind doesn't wander and you are not constantly looking at your texts or e-mails or Facebook or whatever people are looking at (Participant 6).

Another participant with only 4 months of experience said:

I would not enforce a smartphone policy because, like I said, I do not think that smartphones are the detriment. It is who the worker is so you need to look at the

performance of the person and not whether they are multitasking or not. If their work is suffering because of their cell phone, then the work is suffering and that is the problem. A rule needs to be put in place or they need to be reprimanded. If they're on their cell phones and getting the work done then why does it matter? I think react to the problem because everyone is so different. You could set a cell phone policy and have someone who needs to multitask and maybe is listening to music on his or her phone, and we cannot get on Apple music or anything so they are using their cell phone. So, you are going to hurt those people who need that distraction. I think we should not change people and companies need to change with technology because our generation was raised very differently. I feel like everyone is criticizing our generation but we are going to become the norm. The slower companies react and the more policies put in place would not make it a great place to work (Participant 3).

One participant with a Master's degree stated:

Smartphones will continue to be more integrated in the work environment so I feel like outright banning them will have a negative consequence but having policies in place to create the positive side of it where it is beneficial to the company would be the best route for a company to go through. Maybe having e-mails, work e-mails, sent directly to your personal phone so that way you always have access to your e-mail even when you are not at work or at your desk or in a meeting or something. Really it just comes down to having trust and trusting your employees and knowing that they will provide the best work product for you even if they are using their smartphone (Participant 1).

One participant, who had over six years of experience with a smartphone, replied:

I would tell them that in this day and age it is very outdated and kind of an unrealistic policy to enforce. I think that you are just going to create animosity amongst the employees and the managerial staff. I think there is a proper way to police the issue. I think that creating boundaries and rules rather than strictly prohibited and eliminating smartphones would be more beneficial for the company as a whole (Participant 10).

The Millennial participants disclosed their frustration if smartphones were to be banned from the workplace. In an effort to think toward the future, the participants provided advice for the managers regarding smartphone use in the workplace. As technology evolves, the Millennial participants believe expectations should evolve as well.

Smartphone use reflection.

What insights or thoughts do you have from completing the log?

Each participant was asked to complete a smartphone log prior to meeting for a face-to-face interview. The log provided different insights to further explain the research question and how Millennials use the device. This required each participant to make a conscious effort to recognize and categorize smartphone use. The researcher did recognize, as a limitation, that this might have altered the behavior to some degree. However, one of the questions posed in the interview asked the participant to explain the reflection process behind each tally mark or the entire smartphone log process. For example, one participant stated that the completion of the smartphone log “was an eye-opener in good and bad ways” (Participant 6).

One Millennial participant, who had been with the company for over five years, stated that:

It was really interesting. It was a bit of a reality check in terms of how much I actually use it. If I was using it this much while I am working, it made me think of how much I am when I am not. I think coming into work I want to accomplish so many different things throughout the day. I want to seem like I truly want to be there so it was nice, and I was trying not to be on my phone but I would be on it a few times but it was nice to record just to remind myself that, “hey, you do not really need to be doing this” (Participant 11).

Another participant, who was the only participant who claimed she overused a smartphone at work, commented:

I realized how much I got onto social media and was like “wow that could change.” Then I also noticed how when it is not work-related versus work-related so I know how to keep the two separated now. I did not feel like that was too much because it was a lot of my family, and they live so far away. It is a lot of my friends trying to keep in communication with me. I was also away so a lot of people wanted to message. It really didn’t matter. I was still going to do it (Participant 9).

One Millennial participant, who was one of the few participants with a Master's degree, responded:

I was surprised at how most of my attention was on texting and not much else. I was not expecting it to be as high. It kind of gives me a small break from work and to not focus all my attention on work. The log, it kept you, it made you aware that you were doing it and how much you were texting and how much you were on your phone. After the first day or two it did not matter because you were going to do it anyway. At the beginning, yes. At the end, it did not matter (Participant 1).

Another Millennial participant, who mentioned the overuse of her smartphone after work hours, answered:

I use my phone way too much at work. I would definitely summarize it like that. I think that, for me, with my personal cell phone, I do not use [my smartphone] for work-related purposes. So, seeing that comparison of my mindless non-work-related [usage] and how fast that accrued versus my work-related [usage] and just the rest of the day in general, I think that seeing that comparison was pretty alarming. I think it's something that I probably never really paid attention to until I saw the log and saw everything kind of laid out (Participant 10).

Participant 2, who recorded the most text messages and the highest estimated total time spent on a smartphone during the workweek for non-work-related purposes, replied:

Yes, I did not expect myself to text that much during the day. It looks like a lot but I also know I got my work done. I was not just texting because I just wanted to. I was doing it when I had downtime or things were running or during lunch. I also thought that is a lot of time (Participant 2).

The researcher did list this process as a limitation given that the Millennials could change their behavior throughout the entire week of the smartphone log process.

However, many participants disclosed that the desire to use the smartphone outweighed the need to hide or change the behavior. Additionally, the smartphone reflection process further answered the research question, which described the thought process behind the use of the smartphone at work.

Perceived overuse.

Do you think that you overuse or abuse your smartphone at work?

The final question of the interview asked the Millennial participants if they believed they overused their smartphone during the workday. After a few laughs from some participants, many of the Millennials responded without much hesitation. Out of the 11 participants, 10 indicated they did not believe they overused their smartphones during the workday. One participant commented, “No. On a normal basis I do not think that I do” (Participant 8). Of the 11 participants, four indicated that they only overused their smartphone after the workday during their personal time.

The youngest participant, who averaged about two hours on a smartphone during the week, stated that:

I do not think I overuse my smartphone right now. I think I am probably on the lower end of people who are using their phones at this moment. I definitely know I could be using it less but I do not think I am overusing it. My fellow Millennial coworkers are definitely overusing it though (Participant 11).

Another participant, who estimated over four hours on her smartphone during the workweek, stated:

No. I do not overuse it because I do not let it. I feel like there are certain people who probably do let it take away from their job but they probably do not have the right mindset for furthering their career. You know? It just kind of depends on the situation. On a normal basis I do not think that I do (Participant 8).

Participant 1, who did not use his smartphone for work-related reasons, indicated that:

I would say no because I do not think it interferes with my job. It is not interfering with how I perform. I don’t abuse the smartphone at all. It is there for the time of the day when you just don’t really want to focus on work and you want to take a quick mental break. It is not the bulk of my day. No, there is no abuse (Participant 1).

Another Millennial participant, who estimated over six hours of non-work-related smartphone use, replied:

I think over time I have developed a system to where it doesn't. I would say now I have come up with such a good system that it seems to work well. I think in the environment that I work in no but as a general kind of consensus yes. I think that everyone within my team environment uses their phones so it doesn't feel like you are overusing it. I would say that on a whole I do rely and use it probably way more than I should in a work environment (Participant 10).

The only participant to acknowledge she overused her smartphone during work stated:

Yes, I use it too much altogether. That is one way to look at it. I just feel like everything is at your fingertips and in a split second I can find an answer or get what I want. Whether it is shopping, work-related, non-work-related or anything, it is at the touch of a fingertip (Participant 9).

The Millennials were asked if they overused their smartphone during the workday. Despite previous comments about use and the smartphone log results, 10 of the 11 Millennials did not believe they overused the smartphone at work. Most of the Millennials believed the benefit of smartphone use outweighed the cost. Additionally, many of the Millennials stated that the smartphone did not interfere with their work performance.

Themes for Research Question 1

The Millennial participants were asked a series of questions during the interview process. The responses were categorized by question, analyzed, and grouped into smaller sets with a code using NVivo. The codes were then grouped together into themes. The following themes are identified below.

Organizational impact on smartphone usage. This theme addressed the work environment, manager, and smartphone policy within the organizations from the research

study. The Millennial employees interviewed in the study were employed by two different organizations. The results indicated that the Millennial participants described their culture as laid back, flexible, easy going, positive, friendly, cooperative, and relaxed. Due to the characteristics of the work environment, the Millennial employees did not feel that smartphone usage should be restricted.

The Millennials mentioned that most coworkers were seen on their smartphone during the workday. The participants did not always know if the use was personal or work-related. It was noted that the younger employees in the organization were seen using social media and text messaging frequently.

The findings indicated that the managers were on their smartphones during the workday from the Millennial perspective. Some Millennials believed their managers were using their devices primarily for work-related reasons; however, personal use also existed. Similar to the coworkers, the managers were not shy about hiding smartphone usage and were on the device frequently. One Millennial claimed her manager was on the device more often than she was on her own.

Millennials were asked how their managers viewed smartphone usage by their subordinates at work. This viewpoint allowed Millennials to reflect on the smartphone behavior their supervisors tolerated. In most cases, the manager did not care about the smartphone use as long as the work was completed. The participants felt that this behavior was accepted and normal in the workplace because their managers also used their smartphone at work. Another participant responded that the manager was fine with her being on the device probably more than she believed was acceptable. Another

participant stated, “it is very normal to have your smartphone out at work as long as the VP’s do not see you on it” (Participant 7).

The final category of this theme examined the smartphone policy of the organization. Many of the Millennials were not aware of a specific smartphone policy in the workplace. A few of the participants thought a policy existed in some form; however, it was not clear if this policy referred to a cell phone, a smartphone, a company-owned phone, or a personal device. If a policy did exist, their managers did not enforce it. The participants noted that an abundance of policies limited the awareness and effectiveness of a smartphone policy.

Smartphone impact in the workplace. The literature shows that smartphones are impacting the workplace. This research study sought to examine the ways in which smartphones were impacting both the employee and the organization. This theme addressed how smartphones benefit the Millennials at work and how the devices were detrimental to their work and the company from the Millennial perspective.

The findings indicated that there were many advantages and benefits to having a smartphone close by while at work. For some, having the device close by helped with restlessness and anxiety (Young, 2011). This was explained by some of the participants who had downtime during the workday. The smartphone was noted as beneficial because the device allowed for an escape, which offered a sense of relief from work responsibilities. The responses from participants indicated that the smartphone permitted employees to communicate with family, friends, and coworkers. This was seen as beneficial because the employees’ personal lives were able to continue even during work

hours. This followed the literature that stated, “the Millennial mentality is to live to work instead of work to live” (Quatro, 2012).

Finally, half of the participants mentioned that the company they worked for restricted certain websites. In this case, the smartphone was beneficial because it provided a solution to getting around the blocked websites, which were used for both personal and work-related reasons. One participant even mentioned that this slowed down her work because she had to find an alternative to using her desktop computer.

The literature stated that time at work that was not managed or restricted well could lead to “wasted time, lost productivity, misappropriation of resources, reduced morale, and the risk of diminished corporate reputation” (Stewart, 2000, p. 46). The Millennial participants were asked how they perceived smartphones to be a detriment to both their work and the company. The most overwhelming response was that smartphones hurt productivity when the company did not manage how employees were spending their workday.

The findings showed that only two participants explained that smartphones were not detrimental to themselves or the company. This was because the employees were consistently meeting job demands and exceeding expectations on performance appraisals. If the smartphone use was a detriment, then the Millennial employees believed they would not receive positive performance evaluations.

Many Millennials discussed the positive communication aspect of smartphones. Smartphones allowed participants to easily connect with coworkers or their manager by a quick text message or e-mail. However, this also opened up the convenience for a manager to connect with the employee outside of work hours, and it became an

expectation for some participants to be available. This expectation was listed as a detriment because it interfered with an employee's personal life and led to difficulties with balancing work and personal time (D'Abate, 2005). The literature also stated that Millennials wanted jobs that accommodated both personal and family life (Twenge et al., 2010).

Millennial smartphone usage. Exploring the experience level each Millennial participant had with the smartphone allowed the researcher to understand the comfort level with using the device. A Millennial with little experience indicates they might not use the device often. A Millennial with years of experience indicates they might use the device more often. The Millennials had a range of four to fifteen years of experience with a smartphone. Most of the Millennials expressed a high level of experience and indicated they could teach someone more than the basic information needed to use the device.

The participants were asked to describe the ways in which they used a smartphone. This was based on their perception and unrelated to the smartphone log. The most frequent responses were text messaging, Internet, e-mail, and mobile applications. Text messaging was believed to be the highest use by the participants. According to literature, most Millennials preferred to communicate electronically rather than face-to-face (Glass, 2007). The participants communicated through the four most frequent responses mentioned. Additionally, according to the U.S Mobile App Report, the top five mobile apps by United States visitors were Facebook, YouTube, Google Play, Google Search, and Pandora (Perez, 2014). The most frequent mobile applications from the Millennial participants included Facebook, Instagram, and Twitter, so only one of the top five mobile apps by United States users.

Each participant was asked to complete the smartphone log to document the smartphone usage throughout the workday. The smartphone log indicated that the primary reason for the use of a smartphone for non-work-related reasons was due to text messaging, which accounted for over 64% of the smartphone usage. According to literature, young adults on average received and sent approximately 215 text messages per day (Harman & Sato, 2011). This number was higher than the participants' totals; however, the Millennials only recorded their use during the workday. If 215 text messages was the average per day, this suggested that the Millennial participants limited their use during the workday. Most participants indicated that usage was much higher outside of typical work hours.

According to Glass (2007), most Millennials preferred e-mail as a form of communication. The primary reason for the use of a smartphone for work-related reasons was due to e-mail, which accounted for approximately 55.6% when participant 9's results were removed. The percentage of smartphone usage for e-mail increased to 70.2% when participant 9's results were included, which indicated that e-mail was still the primary reason for the use of a smartphone for work-related reasons during the workday. E-mail ranked the third highest in tally marks for non-work-related reasons.

Most of the participants indicated that a smartphone was not needed to perform their job responsibilities; however, the participants were asked why they needed to be on the device during the workday. This allowed each Millennial to reflect on their usage and gained insight into behavioral aspects of smartphone usage. According to Harman and Sato (2011), young adults looked at their phones around 60 times a day to check text messages, phone calls, notifications from social media, e-mails, and more. The reasons

varied and so did the proclaimed need for checking the device. In some cases, the smartphone was used as a quick break from the workday. Some participants mentioned their smartphones were only used when there was no work left to do.

Finally, a few participants discussed the behavioral side of smartphone use. The participants check their smartphones because it was a habit and engrained in their everyday life. It was not that they necessarily needed to be on the device, but rather, it was what they were used to doing. There are studies that confirm that the behavior of using mobile devices is a form of habit instead of an addiction (Oulasvirta et al., 2012).

Millennial recommendations for management. As the Millennial Generation enters the workplace at a rapid rate, understanding how to attract, retain, and motivate this Generation is important for managers to recognize (Levenson, 2010). Organizations and their leaders who ignore retaining the Millennial population can potentially be left with an understaffed, less qualified workforce, which may hurt their competitiveness (Rappaport et al., 2003). Thus, exploring what the Millennial participants from this research study desire was worth investigating.

The Millennials provided numerous recommendations for their managers and companies. First, managers needed to be realistic about the expectations set by them. Outright banning smartphones eliminates the ability for Millennials to keep in touch with friends and family, which is something they value (Cleyle et al., 2006). Second, the policies and rules needed to be clear. The findings showed that most of the Millennials did not know if a specific smartphone policy existed within their organization. If one did exist, the Millennials either could not explain the policy or mentioned that enforcement of the policy was absent. Third, the Millennials were clear that enforcing a smartphone

policy focused on the wrong issue. In their opinion, the focus should be placed on whether the employee was meeting the job demands or goals set forth by the manager or company. Some advice stated that the emphasis should be placed on performance rather than the process an employee takes to successfully complete tasks. As the literature confirms, Millennials tend to be able to multitask with ease (Holt et al., 2012). While the smartphone may appear to be a distraction for some, it may be a motivator and beneficial to others. Additionally, a few Millennials mentioned having downtime at work. This downtime opened up the desire to use a smartphone.

Smartphone usage reflection and perceived overuse. The findings provided by the smartphone log enhanced this research study. It allowed a time of reflection for the Millennial participants to observe their smartphone use during work hours. Additionally, participants were required to explore their own perception of their smartphone use, which many indicated they had never done before.

From the Millennial perspective, completing a smartphone log was eye opening for many of the participants. While it was evident that smartphones were used at work, seeing a visual log of usage struck each participant differently. For many, the log served as a reality check because their personal smartphone log results were often unexpectedly higher than anticipated. One participant called the reflection results “alarming” (Participant 10). Therefore, the process of recording smartphone use and recognizing the behavior reminded some of the participants that they should be focusing on work responsibilities.

Although many of the participants were shocked at how high their numbers were, many participants disclosed that the desire to use the smartphone outweighed the need to

hide or change the behavior. In some instances, the participants even tried to make a conscious effort to not look at the device knowing that this increases their numbers. This confirmed the literature that stated that the smartphone functions serve as a form of distraction from the worrisome nature of everyday tasks providing temporary pleasure or relief (Roberts et al., 2015). Additionally, the reflection process did not change the behavior as some participants stated that they were still going to use the device regardless of having to record their usage.

While the Millennials were surprised by how much they used the smartphone while at work, 10 out of 11 participants responded they did not overuse the device. For many, the perception of their own overuse was clouded by the use of their coworkers. Therefore, they did not believe they overused the device because other employees appeared to use the smartphone more regularly during the workday. According to Young (2011), people who are addicted to their devices tend to neglect important activities and ignore that a problem exists. It is not known if the participants were addicted to their device; however, it was evident that the majority of the Millennials did not believe a problem existed.

Participants were eager to justify why they believed they did not overuse their device. As mentioned by some of the participants, seeing other employees on the device normalized the behavior. Other participants mentioned that the smartphone did not take away from their workday. Thus, if the job demands were being met according to the manager, overuse was not a factor because the smartphone did not interfere with the job performance. The literature states that smartphones provide entertainment and a method to relieve stress (Lee et al., 2014). Some Millennial participants indicated that the

smartphone relieved stress by allowing a mental break from the workday meaning the usage was positive and not negative as overuse implied.

Ironically, four participants indicated that they only overuse their smartphone after the workday during their personal time. This was interesting because these four Millennial participants believed they were able to remove non-work activities from their workday responsibilities. Only one participant believed that she overused her smartphone during work. She also indicated that the smartphone was overused outside of work hours. The participant admitted both work and life merged together.

Overall, the findings indicated that most Millennials did not believe they overused their smartphones at work. This meant that using the device during the workday was appropriate and normal from a Millennial perspective.

Findings for Research Question Two

How do managers describe smartphone use by their Millennial employees in the workplace?

Eight managers of Millennial employees were interviewed for this research study. They were asked to meet face-to-face for an interview, sign a consent form, and agree to be tape-recorded. Each manager needed to manage at least one Millennial employee, own a smartphone, and work full-time within their organization.

Organizational position.

Please describe your current role in your organization.

In this study, the managers were asked to identify their position within the organization. Of the eight managers, 12.5% (1) were entry-level, 50% (4) were mid-level, and 37.5% (3) were senior level. The managers had a combined total of 52 direct report

employees and over 2,100 indirect report employees. Of the 52 direct reports, 59.6% (31) fit in the Millennial age range and the remaining 40.4% (21) were either classified as Generation X or Baby Boomers.

The managers were asked to explain their specific role and responsibilities within the organization. One manager, with 10 years of tenure with the company, responded:

I am a lease-funding manager so basically we have our dealerships that can lease vehicles to customers. Once they get approved for their leases the dealership will submit their contracts over to the lease-funding department for funding. I have a team of about twelve employees who process all of the lease contracts throughout the South Central Region. I just make sure that, you know, we are staying on top of everything. You know, that they are hitting their numbers. We are a production driven environment so it is very important that everybody is funding and doing what they are supposed to do (Participant 17).

Another manager, who directly supervised five managers within the company, responded:

I run what is considered the Loan Services division. It's all of our backend processing for our retail installment contracts and all of our title and records management functions, dealer compliance functions, and things of that nature (Participant 12).

A manager, with over 15 years of tenure within the organization, stated that:

I am the Assistant Vice President in the sales and operations department. That sounds pretty broad in itself, but basically my team is a support system for all of our sales and credit team members who are out in the field and in our credit centers (Participant 16).

Only one of the managers in this study indicated the position was entry-level as this was the first management position obtained by the participant. The remaining seven managers had previous management experience from within the company and from former positions at other companies.

Culture and work environment.

Please describe your work environment.

Each of the eight managers interviewed in the study were employed at the same organization. This connection provided insight when the researcher attempted to understand the work environment of the organization. When asked about the culture and work environment established by the company and managers, one participant, a senior level manager, responded that:

I would say that our company is a very friendly place to work. We are very pro employee as far as trying to do the right thing for our people. We really don't allow people to be disruptive, or bad for the chemistry, if you want to describe it that way. We really focus in on getting along well, cooperating, doing things in a way that are best for the company, understanding what the priorities are, what are the disciplines we need, but at the same time getting along with each other and enjoying working with each other. It is a very positive culture (Participant 13).

Another participant who had worked at the organization for about two years indicated that:

This week everyone is back in the office so it is kind of like a team-oriented and collaborative environment. It is very laid back. We keep it very light and easy-going (Participant 14).

A senior level manager with over 15 years of experience within the organization stated that:

It is a wonderful place to work and that boils down to the culture. It is very relaxed and an open environment where I think there are no hierarchies here. You know everybody has a job and a role and some are managers and some are senior managers. Quite frankly, we do not let egos get in the middle of that. We are all very close and if I need to go to a meeting with someone who started two weeks ago, then that is what I need to go do. So, the culture is very open with a lot of energy, and it is very positive (Participant 19).

Additionally, when asked about the culture and work environment, the words *laid back* and *team-oriented* were used a total of six times each during the eight manager interviews. This was important to review because the culture and work environment set

the tone for how the company operates from top down. For example, senior level managers gave very similar responses to this question when compared to the mid-level and entry-level managers.

Employees' desire to use smartphones.

Explain your employees' usage during the workday. Why do you feel they need to be on this device during work hours?

Managers were asked to identify the reasons behind employees' smartphone use from their view and to describe the desire to use this device during work hours. One manager agreed that smartphones are widely used in the workplace and stated that:

I wouldn't say that they have to be on their device during work hours. I don't think they need to be on their device. It's just kind of what people do every day now. Instead of being on the phone with their wife or calling the kids, it's checking messages from home and personal e-mail. Social media is a problem with the generation of today out there. They are on the phones at work. I would hope that most people we have out there today are not on social media during the day or during the workday, but they are when they have breaks and lunches and we do not monitor 24/7 what individuals are doing. We do look at production to see what they are doing. I would say if they had to lock up their device when they came here they probably wouldn't work here (Participant 12).

One manager indicated that a smartphone policy had been implemented in the past because smartphones became an issue. When asked if the new department policy worked, the participant responded:

We would find them still and the reason we would have them put them away is because we would walk through the department and people would be looking at Netflix on their phone. They would be on Facebook but within the eight hours we expect people to work. While we are laid back, we still expect people to get the job done. So we took them away for a little while but then we had a few issues with people wanting to listen to music while they are working. So, then we allowed them to bring them back but only to listen to music. They can only have one of their earbuds in and not both. They are also not allowed to sit at the desk on the phones (Participant 17).

Participant 15 stated that smartphone use was common and responded:

I do see a lot of this [showed me head down looking at a phone texting] walking in the hall for particular individuals (Participant 15).

This participant also stated that:

Even the senior leaders are doing this a lot [pretends to be texting]. So, when these guys [his Millennial reports] are seeing senior levels doing the same thing, they kind of think it is okay for them to do it as well which is getting conflicting information from their manager or from me. Especially when I say we need to tone it down some. You see it at all age levels (Participant 15).

A senior level manager with over 15 years of experience within the organization stated that:

Sometimes I look around in meetings and everybody is on their phone. There is a whole meeting going on, and we laugh about it sometimes (Participant 19).

The examination of smartphone usage of all employees and the desire behind using a smartphone was important to understand from a management perspective. This could influence the way each manager participant handled smartphone use by his or her subordinates.

Subordinate smartphone usage.

Describe the smartphone use of your Millennial subordinates.

As previously mentioned, the managers had a combined total of 52 direct reports. Out of the 52 direct reports, 31 fit in the Millennial age range used for this study. Each manager was asked to describe the smartphone use of his or her subordinates.

The youngest manager, who had not had any previous management experience prior to this position, responded:

The older employees, I find that they do not use their cell phones a lot. I do not even think they have the most updated model like the iPhone six. They generally have like the general basic phone where you can just call and text and I rarely see them on the phone. My employees who are in their 20s, I find that I may walk by

their desk and they might be on the phone or texting or calling. I would say they use their phone maybe 85% more than the older age employees who are on my team. They honestly never put it down really (Participant 17).

When asked if smartphone use was commonly seen in the workplace by

Millennial employees, one manager with eight direct Millennial employees responded:

Yes. One of the things I tell them [in training] is to keep it on vibrate. Keep it kind of face down and put it away because of the distraction for non-work-related [activities] since there really isn't anything work-related that they need the smartphone for when they are in the office. So this will kind of keep them away from texting. But yes, I do notice when I walk by periodically that they are on them. Yes, I am aware that there is going to be some usage. I am okay with some as long as it is not distracting them from what we need to do during the day (Participant 14).

One manager, who was asked how much time his subordinates spent on smartphones at work, replied:

A lot. I say a lot but I am kind of joking. There are different spectrums and this is just based upon my unscientific observation. This end of the floor, the people tend to be a little more IT background. And particularly to your point of some of this stuff with the younger [generation], I do see a lot of texting walking in the hall for particular individuals. We have discussed that also with those particular individuals. In fact, one person, and I think she agreed that she was addicted to her cell phone and she is a younger person as well, we have had to have conversations with her about that. We say, "you know when you are at work you need to be working" (Participant 15).

One manager, who encouraged and depended on his Millennial subordinates to use their smartphones, responded:

It is especially helpful with the guys traveling because they are stuck in airports or they could be in a taxi, in an office, they may be in a meeting, so these definitely help in that respect to get people's attention and focus and to communicate at every available moment. And at any given time half of the people may be traveling and half of them may be here and so it helps in communication to get everyone back on the same page (Participant 19).

In this study, manager responses made it apparent that subordinates used their smartphones at work. However, the purposes and longevity of usage varied among the

direct reports. The benefits and detriments to this usage are described in the following questions.

Benefits to millennial smartphone use.

In what ways do smartphones benefit the Millennial employees you manage?

Managers were asked how smartphones impacted their Millennial employees in the workplace. In many cases, a smartphone was not needed for one's job; however, that did not necessarily mean the employees did not use it on a daily basis. One manager stated that, "if you want to get ahold of somebody quickly, that's the means by which our people communicate" (Participant 12).

One manager, who managed more Millennials than non-Millennials, stated that:

I have actually never thought about that. I think it benefits them the same way it benefits me. Most of us get our news that way. I mean all of my updates now come through the phone. I don't pick up the paper and read a paper or actually go to a website. It is all on my notifications. It all comes to me. I think it helps the Millennial employees on staying on current events and up-to-date. It is just their way of communicating. You know, all of them are showing me their Snapchats, and I don't understand it but that just seems to be the way they communicate with their friends here (Participant 14).

A few managers indicated that smartphones helped facilitate communication between Millennial employees and managers. One participant, whose Millennial employees made up 60% of her total direct reports, responded that:

I think that it just makes it easier to communicate. Sometimes you cannot always pick up the phone and call or you might not always be able to send an e-mail, so it is just a quicker and easier way to communicate. They are definitely used for the positive (Participant 16).

One manager, who disclosed that the communication was often non-work-related, stated that:

I would say it keeps them in touch with their family and particularly if they have kids. Many of my Millennials are just having kids or they have young kids. One of my managers has kids, and he is in a situation where his wife is unavailable

during the day so if there is something that happens at school like being sick or whatever then that is how they communicate. It is used to periodically check in (Participant 12).

The managers indicated that the leading benefit of smartphones for the Millennials was communication. Smartphones allowed the Millennials to connect with friends and family quickly through the device. Smartphones also assisted the Millennials in keeping up-to-date with news.

Detriments to millennial smartphone use.

In what ways are smartphones detrimental to the Millennial employees you manage? In what ways is smartphone use detrimental to the company?

Although the Millennials benefitted from the ownership of a smartphone, some managers indicated that the device also provided disadvantages to the work environment.

One manager stated:

Smartphones have hurt our productivity. It is a distraction. I've seen people get involved in a project and then get distracted. You have to remember what you were doing. Then, you come back to it and something else happens. The cycle repeats itself (Participant 15).

Another participant, who managed employees from various locations in the company, replied:

I think you know at times they can be distracting. I think just focus [is impacted]. I would definitely say that is the main thing in terms of it being detrimental would be people's attention (Participant 19).

One participant, a senior level manager who managed numerous Millennials, stated that:

As much as I think it facilitates productivity gains, it also can be a productivity drain because all I have to do is walk around the building or any of our locations, and I guarantee I am going to walk up on someone who is in their office or cubicle on their smartphone. I'm pretty sure it is not work-related. I do think that it is such a temptation and such an easy way to divert away from work that for

many people is a hard thing for them to balance. Yes, I do think in some cases it is a negative for productivity (Participant 13).

When asked to identify how smartphones impacted Millennial employees at work, one manager stated:

It affects productivity because some people tend to use those more than others. I am sure some get sucked in and before they know it, they are 45 minutes into looking at something they probably should not have been looking at. They should be working (Participant 12).

When asked how smartphones impacted the company in a detrimental way, the same participant stated:

I think a lot of it is related to security honestly. We do have our people who have access to consumer information, and there is a potential to get consumers' identity information out of this building much easier than it would be in the past. They could take a piece of paper out the door before, but with smartphones they can just click [participant shows me him taking a fake picture of a piece of paper] (Participant 12).

One senior level manager stated that:

I think there is a point where, and I mentioned the culture here and it is very important, all we are doing is communicating via devices or via e-mail then we are losing some of that personal side. That is why I said that what makes us successful is the culture, the morale, the camaraderie and those things. So, I think company-wide, that with technology and electronics, you lose some of the personal [connection] (Participant 19).

Another manager participant with eight direct Millennial employees responded that:

I think just a distraction from work because it is just a time suck. You can get on there on all the different social medias and look up an hour later. The productivity. I mean if there is not some type of control, the productivity would probably go down substantially (Participant 14).

The managers indicated that smartphones were widely used in the workplace.

Many managers, similar to the Millennials, stated that smartphones provided benefits to the workday. Conversely, there were numerous statements of the downside of having

smartphones in the workplace from both the employee perspective and the company perspective. The most frequently mentioned detriments were that smartphones were distracting and affected productivity.

Manager's view of participant's smartphone usage.

Describe how your manager views your smartphone usage.

The manager participants were asked to reveal how their managers view their smartphone usage. One participant responded, "He doesn't see me use my smartphone. I don't know what he would say" (Participant 15).

Another participant stated that:

I don't know that he would care. He would expect me to respond to an e-mail from him at seven, eight, or nine o'clock at night. The fact that the company is paying to have the app and our e-mail on our device, there are some e-mails that they would expect you to respond to after hours (Participant 12).

One manager indicated that her manager preferred the smartphone was utilized more often. She indicated:

He would probably tell me to use it more. But I get so busy when I am at work that I actually forget to look at my phone and so he would probably say I am one of the only employees who does not use it unless I need to call (Participant 17).

Additionally, another manager responded that the usage was about the same and stated:

He would probably think I am underutilizing my smartphone because he is worse than me. He is quite a bit younger than I am so he is looking on Facebook on his and checking all the Social Media things, which I don't really do a whole lot or much of that. I think he would probably think it is in line with him (Participant 13).

Examining how the participants' managers viewed their smartphone use was important because it set the tone for how policy was created for smartphone usage in the

workplace. The next interview question discusses smartphone policy as understood by each manager.

Smartphone policy.

What is your company's smartphone policy while at work? Please describe how you enforce the policy. In what ways do you violate this policy?

Managers were asked if their organization had a smartphone policy. All managers were employed by the same organization; however, they were located in different departments, floors in the building, or cities. The responses varied among the participants. One participant with over 10 years of tenure within the organization simply stated, "we have no policy" (Participant 15) and an entry-level manager stated, "not that I know of. That is why we put in our own" (Participant 17).

Another participant, who had 10 years of experience, stated:

I don't know if we have one while we are at work.... I don't think we have a personal electronic device policy. We do have a policy for company-owned devices. Right? But I don't know if it is anything while at work. And we do have something written in the policy and guidelines about cell phones at the desk and being used during company hours or while not on breaks, but it is very soft in nature (Participant 12).

A participant who was fairly new to the organization responded:

I don't know. I am sure we have a policy guideline that would say something to the effect like most major companies about limiting usage and using it (Participant 14).

Participant 19, a manager with over 1,000 direct and indirect reports, responded with:

Not one that I am aware of. I mean I am certain we have some basic one that says, you know, manage yourself appropriately type of thing but not anything specific (Participant 19).

Finally, a manager with over 15 years of tenure within the organization stated that:

There is a policy but it is really funny you say that because before I was in this role, I managed the [policy] system so I managed all of the policies for the company. I think there is and if it is not in its own specific policy there are departments that have their own guidelines. I know different departments have, you know, their own guidelines (Participant 16).

The discussion of whether the company had a smartphone policy varied throughout the eight manager interviews. Three of the managers indicated they had a company-issued smartphone. Of these three managers, two were aware of a policy for company-owned devices; however, this did not apply to personal smartphones. The remaining five managers were not aware of an official company policy regarding personal smartphone use in the workplace.

Advice for smartphone usage in the workplace.

What advice would you give your manager or company regarding smartphone use in the workplace?

Managers were asked to provide advice or comments to their managers or company regarding smartphone use in the workplace. One manager replied:

I would say ban the smartphones from the department. Because if it was left up to me, people would still not be using their cell phones. I think that is really the only way you can alleviate the usage is to put a smartphone policy in effect and actually stick to it (Participant 17).

Another manager noted that:

It is very hard to manage or monitor that so we have to depend on other production metrics to make sure people are getting their work done. We can't micromanage that piece of it. You just can't do that anymore (Participant 12).

One manager, who had about two years of experience within the organization, responded:

I think you cannot fight it. You just have to find a balance between I think we have struck a happy medium with our workforce. That we understand there is going to be some usage but as long as it is limited and kind of controlled if that makes sense (Participant 14).

Some advice from one manager, who was a senior level manager with many Millennial direct reports, replied:

I think one of the things we are big on here is from a management perspective, is spending time coaching and developing your teams. For people who have remote employees, I think communication via smartphone facilitates workflow really well, but it does not facilitate communication really well. Truly sitting down face-to-face with your people and having a conversation and talking to them is what it takes to be effective as a manager. If a younger person today is solely relying on their smartphone, how are they developing their interpersonal skills? And so that is my bigger concern with overuse or overutilization of smartphones and finding that balance (Participant 13).

According to one manager, smartphones were going to be widely used in the workplace and overuse could create issues. This manager stated:

If you spend more time on this [points to phone] than doing your job, then you would have an issue. I mean you might have a lot of rules around not using it or when not to use it but to have a policy saying to not use it at all, I don't think that is feasible at all. I am not sure how you would monitor it to be honest from a management perspective. Like I said, if every time I went to go use the kitchen or the restroom and I walked by my employee and he or she was on their phone like this [looks down at her phone] then there would be an issue (Participant 18).

As mentioned previously, every manager interviewed worked within the same organization. The managers gave various responses when asked to provide advice for smartphone usage in the workplace. While one manager stated that the company should ban smartphones, other managers stated that smartphones will continue to be used in the workplace, and other strategies should be implemented.

Millennial employee smartphone overuse.

Do you think that your Millennial employees overuse or abuse smartphones in your workplace?

Managers were asked a question at the end of the interview about whether they believe their Millennial employees overuse their smartphone during the workday. Overall, five out of eight managers responded in a way that supported the statement that their Millennial employees overuse smartphones in the workplace. One participant, a mid-level manager with over 16 years of tenure within the organization, responded without hesitation, “Yes. 100%. Absolutely” (Participant 18).

One entry-level manager responded, “Definitely, definitely. There is no question. They definitely overuse them” (Participant 17). This participant was the same manager who mentioned smartphones were a severe problem in her department. In that department, a specific departmental policy was put in place and employees still struggled to meet the requirements set forth in the policy.

Another participant, a senior level manager from the same location as participant 17, stated, “Sure they do. I do recognize it but there is not much I can do about it” (Participant 12). This manager directly supervises five managers and indirectly supervises almost 700 employees.

A senior level manager at the corporate headquarters replied that:

Yes. You do and in some cases it may sound the wrong way but just to be completely honest and transparent it is often some people more than others and sometimes it is just the same person and you walk by everyday and wonder “like what are you doing?” You know? “What do you do around here?” So yes you do see it but it is not like, well part of it may come back to the culture where we say as long as you get your job done. So, if you are not getting your job done then we step in and say there may be some things interfering with that and then we address it (Participant 19).

Additionally, another senior level manager also located at the corporate headquarters stated that:

I think the Millennials might be more disciplined than some of us old folks. I do not think there is a huge differentiation by age. I just think we are all now hooked on smartphones. I see everybody using their phones. I just think what the difference to me is what they use it for. I don't see five year olds using their smartphones for Snapchat or sites like that. I think Millennials may just be more addicted to communicating via text to their friends. My wife is not a Millennial but she is a good example of not using necessarily the social media but she does communicate via phone and it is almost all texting. I think it is just whatever they are comfortable with then they are going to use it but everyone is using it for something (Participant 13).

Finally, a manager with two Millennial employees who report directly to the participant stated that:

I do not think so. I have worked here a long time, and I have worked with a lot of different age groups of people and I really haven't noticed that. I do have one employee that is not here anymore. I would say that he did. A lot. For personal [reasons] but the other two do not. I really cannot think of an instance in the past with anyone I have dealt with that it was a big problem (Participant 16).

The managers of Millennials suggested that smartphones are a challenge in the workplace now. However, this challenge or desire to use the device was not only for the Millennials. Understanding how to manage the use had yet to be discovered or implemented from many of the participants.

Themes for Research Question 2

The manager participants were asked a series of questions during the interview process. The responses were categorized by question, analyzed, and grouped into smaller sets with a code using NVivo. The codes were then grouped together into themes. The following themes are identified below.

Organizational impact on smartphone usage. This theme addressed the work environment, manager view, and smartphone policy within the organization for each manager. The managers from this study were all employed from the same organization. This helped understand the culture of the organization given that many of the managers were on different floors and even at different locations. The environment was described as friendly, team-oriented, laid back, and cooperative. One participant also mentioned that there was no hierarchy system and no egos. This environment, from the managers' perspectives, made it a positive place to work.

The participants were asked how their managers viewed their smartphone usage. Most of the participants indicated that they were not sure what their manager would say, nor did they think it is an issue. Two managers were expected to use the device more frequently because they had a company-owned smartphone. The expectation was that the company was paying, so they should be available outside of work hours. The responses varied and it was evident that most of the participants' managers had little knowledge of their subordinates' use.

The final category of this theme examined the smartphone policy within the organization. From the eight managers, five were not aware of a policy and did not believe the company had one at all. Only two participants were aware of a policy for company-owned devices and not personal devices. Lack of knowledge regarding the specific details of a company smartphone policy made enforcing one challenging. Only one manager mentioned implementing a department-wide smartphone policy because use impacted productivity; however, the participant mentioned this attempt failed.

Perceived employee smartphone usage. This theme examined the perception of smartphone use from the manager viewpoint. This included the direct employees and the Millennial subordinates. The theme also addressed why the managers believed the Millennials needed to be on the device during the workday.

From the manager perspective, the findings indicated that many of their employees text messaged and checked personal e-mail throughout the workday. The managers also listed Netflix and social media as reasons they believed their employees were on the device. A few managers stated that they did not monitor usage so there was a level of freedom to use the device.

Managers were then asked specifically about the Millennial subordinates they manage to understand if the results were any different from the entire group of employees. The managers had a total of 31 employees in the Millennial age range. One participant said, “they use their phone maybe 85% more than the older age employees who are on my team” (Participant 17). Thus, this indicated a generational difference amongst this manager’s employees. Another consistent message was that the Millennials never appeared to be without the device. Even if they were not using it, the smartphone was still close by within arm’s reach. One manager said he told his Millennials specifically from day one in training that the device needed to be flipped face down at all times in an effort to not distract them during the workday. According to Young (2011), having the device out of sight can cause people to constantly think about the missing device causing anxiety. For this manager, he knew they would be on the smartphone at times, but this would hopefully decrease the desire to look at the phone.

The results showed that the managers knew the Millennials were on the device frequently during the workday. One mentioned that the Millennials never seemed to put the device down while one believed he managed a Millennial who may be addicted to the smartphone. The first manager interviewed claimed his Millennials would not work at the company if they were banned. This is because Millennials enjoy having flexibility to get things done (Quatro, 2010).

The interview attempted to dig deeper by understanding the need to be on the device. Most of the managers indicated that the Millennials did not need the smartphone to perform the job. It was only when the Millennials were traveling and away from their desk that the need for a smartphone arose. Only one of the managers' Millennial employees travelled for work and required a smartphone to perform the job responsibilities. Finally, every manager participant except one said the entire job could be done without a smartphone so there simply was no need.

Smartphone impact in the workplace. The managers were asked to identify ways in which the smartphone benefited the Millennial employees they managed. Communication was the most frequent response. Smartphones were tools that helped the Millennials connect with family and friends quickly throughout the workday. According to the Millennial perspective, the boundary between work and life was blurred, and a similar philosophy existed between on-the-clock time and personal time (Quatro, 2012). This meant that the Millennials wanted to be able to respond to personal issues and to stay up-to-date during the workday. The managers in this study believed this was a benefit for their employees.

The managers were then asked about the detrimental effects of smartphones in the workplace. The most frequent response was that smartphones were a distraction to the Millennial employees and this impacted productivity. The Millennials' focus and attention was impacted and took away from performing their responsibilities efficiently and effectively.

The managers identified ways in which smartphones negatively impacted their employees and were then asked how this impacted the entire company. First, smartphones increased non-work-related activities for the Millennial employees. Second, smartphones had security implications to the company. Third, smartphones became a great tool for communication; however, much of the face-to-face communication was lost because of the device. Millennials look for environments that foster engagement with their boss (Quatro, 2012). As one manager stated, the smartphone should not take away from face-to-face coaching with their employees.

Identifying the benefits and detriments of smartphone use to the Millennial employees in the organization was important. This allowed managers to decide whether the benefits outweighed the detriments, which helped examine the smartphone's impact in the workplace.

Managerial recommendations for smartphone usage. Managers were asked to provide advice or comments to their managers or company regarding smartphone use in the workplace. This theme allowed managers to contemplate how their manager views the use, which also allowed them to reflect on their own management style regarding smartphone use.

Only one participant wanted to ban smartphones completely from the workplace. She believed the detriments outweighed the benefits for her employees. The remaining participants agreed a widespread ban was not practical or beneficial for the company due to the convenience the device provided to the employees. Instead of a ban, managers needed to find a balance or happy medium. Managers should also use production metrics rather than micromanage the use. Finally, communicating through smartphones was effective, quick, and convenient; however, face-to-face communication was lost because of the device. One recommendation was to focus on developing and communicating with Millennials in person rather than always through the device. This theme aimed to benefit both the manager and Millennial relationship and the company.

Millennial employee smartphone overuse. The final theme identified whether the managers believed their Millennial employees overused or abused smartphones in the workplace. This question was important to examine because time at work that was not managed or restricted well could lead to “wasted time, lost productivity, misappropriation of resources, reduced morale, and the risk of diminished corporate reputation” (Stewart, 2000, p. 46). It was a simple and straightforward question that provided a few different responses.

Five of the managers responded positively that their Millennials did overuse the device. One manager stated that everyone overused the device regardless of age. Thus, six of the managers confirmed that the Millennial employees they managed overused the device; however, most of the managers previously indicated that a smartphone policy was not enforced. Only two managers indicated that the Millennials did not overuse their

smartphone. This theme revealed that smartphone usage by Millennials was prevalent in the workplace and was being noticed by the managers.

Comparison of Interview Responses by Millennials and Managers

A comparison chart was made to help the reader identify the main differences and similarities between Millennial and manager responses during the interview process. The chart, seen in Table 10, lists the questions asked to each Millennial and manager participant on the left side. The most frequent responses by each group are on the right side of Table 10. The comparison chart also aided the researcher in identifying the themes presented in this chapter.

Table 10

Comparison of Interview Responses by Millennials and Managers

Question	Millennial Response	Manager Response
^a Please describe your work environment.	Flexible, friendly, cubicle, quiet, trust	Friendly, positive, team-oriented, laid back, cooperative
^b Describe your smartphone usage during the workday. ^c Explain your employees' usage during the workday.	Text messaging, social media, e-mails, phone calls, YouTube, mobile applications (apps)	Text messaging, Netflix, personal e-mails, social media
^b Why do you feel the need to be on this device during work hours? ^c Why do you feel they need to be on this device during work hours?	Random checks, stay updated, boredom, habit, take a break	No need to be on the device, needed when traveling
^b In what ways do smartphones benefit you at work? ^c In what ways do smartphones benefit the Millennial employees you manage?	Communication, respond quickly to people, get around company website restrictions, accessible, escape from work	Facilitate communication, stay up-to-date, connect with family and friends quickly
^b In what ways are smartphones detrimental to your work? ^c In what ways are smartphones detrimental to the Millennial employees you manage?	Distraction, productivity	Distraction, productivity
^a In what ways is smartphone use detrimental to the company?	Not detrimental to the company, less work completed, work-life balance	Increases non-work-related activities, security implications, loss of face-to-face connections and camaraderie
^b What is your company's smartphone policy while at work? ^c If a smartphone policy is in place, how is the policy enforced?	No policy, numerous policies- not sure about smartphone policy, policy exists but not enforced	No policy, no policy for personal smartphone- only company-issued, not aware of a specific policy
^a What advice would you give a manager or company trying to enforce a smartphone policy at work?	Get with the times, be more realistic, engage employees, accept that Millennials grew up with technology, trust employees	Ban Smartphones, use production metrics rather than micromanage, find a balance or happy medium, talk face-to-face to develop employees- not always through Smartphone
^b Do you think that you overuse or abuse your smartphone at work? ^c Do you think that your Millennial employees overuse or abuse smartphones in your workplace?	10 participants responded no, 1 participant responded yes	5 participants responded yes, 1 participant responded everyone is hooked, 2 participants responded no

Note. Each group of responses refers to the most frequent responses

^aQuestion asked to Millennial and Manager participants

^bQuestion asked to Millennial participants

^cQuestion asked to Manager participants

Summary of the Chapter

Chapter four presented the findings of the study. The findings addressed the two research questions stated from the previous chapters. The responses from the participants were analyzed and grouped into smaller sets with a code. The codes were then grouped and five themes were determined within each research question. Direct quotations from both groups of participants were included to better understand smartphone use. Finally, a

comparison of participant responses was displayed in a chart. The next chapter will include implications for practice and research, recommendations for the future, and limitations.

Chapter Five: Discussion and Recommendations

Introduction

The purpose of this research study was to explore the potential overuse of smartphones in the workplace by the Millennial Generation and explore managers' perspectives on smartphone use. Chapter five provides the major themes for Millennial and manager participants. This chapter also discusses the implications for practice, theory, and research. Finally, the chapter provides limitations of this research study, suggestions for future research, and a summary of the chapter.

Major Themes

The research study identified five major themes for the Millennial participants and the manager of Millennial participants. The themes were similar and were grouped together to illustrate the similarities and differences between the two groups of participants.

Organizational impact on smartphone usage (Theme 1). The Millennial participants and the manager participants described their organizations in a similar way. Surprisingly, all participants had only positive remarks regarding their organizations and a consistent high level of respect for the companies. This was attributed to the culture set by each company. The culture was described as positive, friendly, cooperative, laid back, and team-oriented by all participants. The only major difference between the responses to the question among the participants was the office-type setting. Only one Millennial participant had an office with a door. The rest of the participants were in a cubicle setting with limited privacy. All of the managers had an office much larger than the cubicle of the Millennial participants. However, the managers consistently mentioned that their

doors were always open, which created a welcoming and open environment. The work environments facilitated a positive culture for the employees because egos and organizational hierarchies did not get in the way of the mission and goals of the organizations.

The participants were asked to think about smartphone use throughout the entire workday from their viewpoints. In particular, the study asked participants to identify the use of their coworkers and managers and to reflect how their managers viewed smartphone use. It was evident that smartphones were widely used in both organizations at all levels. The perceived use by coworkers demonstrated that smartphone use was normal and common. In simple terms, the Millennials were going to be on their phones because everyone else was doing it. Additionally, if there were no rules and no real consequences, there is no reason to limit smartphone usage during the workday.

The perceived use by managers showed the Millennials that using a smartphone during the workday was acceptable. This finding made smartphone use normal, acceptable behavior from a management perspective, which allowed Millennial employees the freedom to use the device during the workday. This perception also showed Millennials that smartphone use must not have been an issue because the manager was also on the device and no policy was being enforced. This meant that seeing their managers on their smartphones during work hours was both tolerated and accepted by upper management. This was important to understand because employees often mimic their supervisors' actions.

The Millennials and managers responded similarly when asked about the smartphone policy in their organizations. More than half of the Millennial participants

responded that they did not have a policy or were not sure if an official policy was in place. The managers also responded that they were not sure what the official policy stated. This meant that the managers were not enforcing a policy consistently if at all. Another common response was that there was probably some sort of policy. This meant that there were an abundance of policies and the specific details of each were unknown. The lack of a definitive smartphone policy only reinforced the impression that smartphone use was accepted, as there was no policy that explicitly limited the device's use. Therefore, with no enforced policy to guide the Millennials' use, the employees were free to interpret what defined overuse in the workplace.

The combination of these questions helped identify the culture of the organizations. The positive and laid-back environment carried over to how the upper level managers viewed the smartphone usage of their subordinates. Thus, most of the upper level managers trusted the employees and did not enforce a smartphone policy on them. Then, the managers in this study took a similar approach and most did not enforce any policy. This theme showed that eliminating smartphone use was not a priority at these organizations.

It was evident that the combination of culture, perceived coworker and manager smartphone use, managers' views of smartphone use, and smartphone policy set the tone for what the Millennial participants felt was an acceptable amount of smartphone use during the workday. This meant that managers should not expect employees to monitor or police smartphone usage, even if overuse occurred. If the manager and culture allow the use, then the employees do not regulate themselves even if they know it is wrong. Managers cannot expect Millennials to believe they are overusing their smartphones at

work if the behavior is normalized by the organization, which explains why only one out of the eleven Millennial participants believed smartphone overuse occurred after completing the smartphone log.

For this theme, the researcher identified two areas for improvement for organizations. First, if managers are concerned by the amount of smartphone usage, they should inform the Millennials of their concerns. In most interviews, the managers claimed they were concerned by the amount of use; however, consequences were rare and smartphone use still existed because nothing was being enforced. A starting point needs to set clear expectations with all employees based on their position. If a smartphone was not needed for one's job, then the expectation should be that the smartphone not sit out on the desk. Leaving the smartphone only acts as a temptation and provides Millennials an easy access to the device.

Second, making a well-defined and simple policy regarding smartphone use is beneficial. It was clear that very few participants felt confident when answering the question regarding a smartphone policy. If the companies wanted to combat this behavior, a policy needs to be set in place and enforced consistently. Additionally, it was apparent that both companies had an abundance of policies in place. In order to gain merit, companies must have policies that align with the goals of the organization rather than have policies simply for the legal ramifications.

Smartphone impact in the workplace (Theme 2). This theme addressed how smartphones were a benefit and detriment to both the Millennial and the company. The findings showed that smartphones were making an impact in both organizations. The Millennials and managers both stated that smartphones in the workplace facilitated

communication and allowed Millennials to stay up-to-date with news outside of work. Smartphones also helped the Millennials to achieve their desire to stay in touch with friends and family during work hours. The responses differed when the Millennials stated that they use the device to get around website restrictions. Many participants replied that the company blocked specific websites and this increased the desire to want to be on the smartphone. Additionally, the smartphones are used as a form of escape. This was seen as a benefit because it provided a time to relax and eliminated stress. The managers did not recognize either of these reasons as benefits to the Millennial employees. The Millennials saw non-work-related benefits to the device while managers thought from a work-related perspective.

Smartphones were clearly a detriment to the Millennial employees for two reasons. First, they were seen as a distraction from the manager and Millennial perspective as both groups knew that the smartphone distracted the employees from job responsibilities and included non-work-related activity. Second, they decreased productivity from the manager and Millennial perspectives. The Millennials knew their work could yield better results if they did not have a smartphone at work, and the managers knew work efficiency could be increased without the device.

Smartphones were also seen as a detriment to the organization. Similar to the previous question, Millennials emphasized that smartphones equated to less work being completed during the workday, and managers discussed the increase in non-work-related activity. The responses differed when the Millennials discussed how smartphones impacted work-life balance for the employees. Even though a smartphone was not needed for most of the jobs presented in this study, many of the Millennials were contacted

outside of work hours by their managers and expected to respond. If the managers expected the Millennials to refrain from non-work-related smartphone activities during the workday, then they should not expect the employees to respond to work matters outside of work hours.

From a management perspective, smartphones impacted the workplace by limiting face-to face communication. The smartphone became the first route to communicate instead of physically walking to one's desk. Connecting only through the device affects camaraderie and opens the door to miscommunication as facial expressions, body language, and nonverbal cues are often missed through the device. This means that managers must make a stronger effort to connect with employees in person whenever possible. This facilitates trust and allow for managers to build better relationships with their employees while also eliminating miscommunication lost through text messaging or e-mail. Meeting face-to-face also increases the opportunities to coach employees.

The smartphone offered a distraction from the job responsibilities, and this impacted the employees, coworkers, departments, and organizations because the smartphone became a strong focus for many Millennials. The managers still allowed smartphone use by the Millennial employees, which indicated either the benefits outweighed the detriments or the detriments were not strong enough to warrant a complete ban by the organization. This does not limit an organization's responsibility to address smartphone overuse and the potential impact on productivity. Managers indicated that smartphones could provide serious security implications for the company. Employees have the ability to take pictures of confidential information and can easily

discuss work information through text messaging, e-mails, and social media. Given the detriments associated with smartphones, managers and companies should not ignore the power and danger of the device from a security standpoint.

Human Resource Development professionals need to educate Millennials regarding the impact of smartphones through workshops or trainings. While professionalism needs to be addressed, an emphasis needs to be placed on security implications. Millennials are used to freely expressing themselves through various social media avenues and are experienced with text messaging. What might seem like an innocent post or picture on social media may be something worth termination from the company's perspective. Understanding the legal ramifications and power of posting confidential information needs to be addressed in these workshops.

Perceived employee smartphone usage (Theme 3). This theme explored the specific appeal of smartphones during the workday. The theme addressed the Millennials' level of experience with a smartphone, the ways in which they used the device, and the desire or need to use the device. Investigating the level of experience aided the researcher with identifying the Millennials comfort level with the device. A smartphone user's comfort level with the device determines how likely the user is to use the device during work. If employees have a high level of experience with the device, then they are more likely to use the device during work. This is because the familiarity with the device allows for quick use, which the employees may not recognize.

The Millennial participants described their smartphone usage while the managers indicated the perceived reasons the Millennials used the device. Both participant groups responded similarly as text messaging, social media, e-mail, and watching videos were

the most common responses. This answer was also demonstrated through the smartphone log, which required Millennials to document their work-related and non-work-related usage during the workweek.

While the results were similar for the reasons for usage, the needs or desires differed between the Millennials and managers. The Millennials used the device to randomly check in, to stay updated, and to take a break from work. For some, this habit was strong and managers aiming to retain this Generation needed to be mindful of the habitual nature of using this device. The need was also filled by random checks on the device due to boredom. When the managers were asked why Millennials needed to be on the device, they responded that there was no need unless traveling was involved. The Millennials had numerous answers while the managers claimed there was not a reason, which highlighted a large disconnect between the two groups of participants. Additionally, it was evident that the Millennials' needs were non-work-related and the managers' perspectives were strictly work-related.

The smartphone log allowed Millennials to view the amount of work-related and non-work-related use during the workday. Managers should implement a similar learning tool to help employees recognize how their teams can be more productive. This also holds employees accountable for their actions and allows for teams to see a practical way to enhance their productivity. Eliminating the device completely does not allow for the flexibility Millennials crave; however, learning ways to limit the use can make an impact and foster relationships.

Managers can also curb the need to use the device by giving the Millennials an appropriate amount of work or being more involved in the work they were doing. If

Millennials are spending hours of work on the device, engagement needs to be addressed. There are many reasons for this engagement issue, which may include: work that does not challenge or stimulate the employee, too little workload for the employee resulting in boredom, or too much focus on non-work-related activities. Managers need to keep the Millennials engaged and focused on the task at hand. Finding the root cause of smartphone overuse helps the manager identify ways to decrease the amount of usage and increase productivity.

Recommendations for smartphone usage (Theme 4). This theme explored advice for the participants' manager or company. From the Millennial perspective, smartphones will continue to be a part of the work environment regardless of the need to use a smartphone for one's job. The tech savvy nature of this Generation is simply not going to shut off because one is at work. Millennials have grown up with constant computer access, which has made finding information easy and available at all times (Schullery, 2013). Therefore, the convenience of using a smartphone is appealing to the Millennials regardless of the work environment or the company's policies. From a management perspective, only one manager wanted to ban the device completely. The other managers saw a benefit or realized that a complete ban was impossible to monitor or enforce. While the Millennials want managers to adapt to their use at work, the managers need to find a happy medium and determine what is acceptable for their departments.

Many managers recognized that Millennial employees used a smartphone and were concerned these devices led to productivity problems. However, it was apparent that the Millennials did not realize this as the managers rarely verbalized any frustration

regarding smartphone use. While banning smartphones seems like a viable option, keeping employees engaged or busy helps diminish smartphone usage. If the Millennials are successfully completing their job responsibilities while also using their smartphones, the Millennials may not be sufficiently challenged. The employees may be underutilized or may have the potential for more work responsibilities. Managers should not also expect Millennials to limit the use if they are constantly exceeding expectations on performance appraisals. If Millennials are performing poorly, the managers should focus on developing the employees and identifying what might be prohibiting the employees from meeting performance expectations. This permits the managers to focus on what the employees are doing during the day that might enhance work, which allows the Millennials to recognize behaviors or other actions that are getting in the way of meeting their fullest potential. Human Resource Development professionals need to also train managers on how to recognize smartphone behaviors that may be limiting performance.

Given that this Generation is often described as glued to technology, a break in the form of a smartphone check is attractive and appeals to what Millennials desire in their workplaces. Expecting employees to work for an entire workday without some form of break for smartphone use did not meet the desires of the typical Millennial employee. Having a technology break, similar to a smoke break for employees, allows the Millennials an escape and refocuses their attention on work. Thus, management should not vilify smartphone usage if the usage fits within the employees' allotted break time.

In this study, eliminating smartphone use was not a priority for many of the Millennials' managers. If smartphones are an issue, managers need to be clear about the expectation and enforce the rules set forth in order to gain authority. If a policy is in

place, having a smartphone policy simply for the sake of having a policy diminishes the importance of other policies within the company. The policy needs to be clear and understood at all levels. Millennials were clear that managers who failed to establish proper expectations of smartphone use should not expect a different result.

Smartphone reflection and millennial employee overuse (Theme 5). The final theme addressed whether the participants believed Millennial smartphone overuse occurred. From the Millennial perspective, only one Millennial replied that she overused her device. The remaining ten participants did not believe overuse occurred during the workday. The manager's viewpoints contradicted those of the Millennial participants. Six of the managers confirmed that the Millennial employees they managed overused the device. This meant the managers believed there was overuse while Millennials seemed to believe there was no problem with the level of the smartphone use during the workday.

The Millennials were also asked to reflect on their smartphone log results. This question was particularly interesting because most participants admitted that they used their smartphones unexpectedly more than they realized; however, this perception did not carry over when asked if they believed they overused the device during work hours. The participants normalized the behavior and downplayed their own perceptions of usage. The Millennials found a way to justify their use, even if it was for non-work-related reasons. This is particularly important to note because failure to recognize the potential addictive nature of smartphone use could have negative impacts on Millennials and employees in general.

While the managers indicated that overuse occurred, only one of the managers mentioned an attempt to curb the behavior through a policy. This was due to a variety of

reasons. First, managers explained that policing this behavior was challenging. It required a manager to watch the Millennials at all times, which defeated the purpose of trying to increase productivity for the company. Second, managers expressed that their job demands exceeded a desire to focus on the use. In some cases, the managers simply did not have time to worry about smartphone overuse by the Millennials. If this is true, managers need to evaluate areas in which they may be able to delegate more tasks to reduce non-work-related smartphone usage. More than half of the Millennials used the smartphone because they were uninterested and had few challenging tasks to work on. Utilizing the Millennials more effectively helps relieve some of the work demands that managers have while also eliminating spare time for the Millennials. Third, the smartphone use was not believed to be a big enough deterrent from the Millennials' performance. Thus, a need for reprimand was not a priority.

Every organization has a set of goals it wants to achieve. In order to maximize productivity, utilizing employees to their fullest potential is essential. Hours spent on a device for non-work-related reasons limits the growth the company can achieve. Managers should not ignore overuse if they perceive it to be limiting the growth of the company. Millennials also have a responsibility to limit their personal smartphone use during work hours. Workshops dedicated to understanding this responsibility may help Millennials understand the importance of smartphone use and its impact on the organization.

Implications for Practice

With the desire to attract, retain, and motivate the Millennial employee population, Human Resource Development professionals and organizational managers

must understand the appeal of using smartphones in the work environment. HRD managers need to be more informed regarding the usage of the device to give them insight toward finding the best solution for the company as a whole. This study allows managers to recognize the motivations for and the desires behind Millennial smartphone usage in the workplace.

This study has four distinct implications for practice. First, the study provided a unique look into a typical Millennial workday in regard to smartphone use. Millennials need to understand their responsibilities as employees and how smartphones impact their productivity. Millennials also must acknowledge how managers within the organization perceive their smartphone usage. Many of the Millennials participants indicated that their managers have not addressed their smartphone use. Although smartphone use may not have been addressed, this does not mean their smartphone usage is unnoticed throughout the workday. This is important for Millennials to recognize because this perception may impact their future in regard to promotions or advancements. Thus, Millennials must find realistic techniques to resist the temptation of using the device. By leaving their smartphones at home, in the car, or somewhere else out of sight, this goal can be accomplished. The Millennials can also seek help if the behavior affects both work and personal life. This proactive approach can diminish the problem before it impacts work performance.

Second, the study thoroughly explored the management perspective of smartphone use. Managers must set the example they want their employees to mimic. Many Millennial participants indicated that their managers are frequently on their

smartphones during the workday. It was noted that this was not only for work-related reasons. Thus, managers need to establish the standard through their own actions.

Managers need to also set precedence during the new hire onboarding process. This is an appropriate time to discuss professionalism, a smartphone policy if one exists, and the need to keep the device out of sight during the workday. Many managers accepted an occasional smartphone check; however, managers must set and clearly articulate expectations of smartphone policies and smartphone use while at work. Explaining how smartphone overuse is viewed in the workplace can send the message that smartphone use is recognized even if it is not addressed on an individual basis. Managers should also address any overuse in performance appraisals. Most managers indicated their employees overuse the device, yet they failed to discuss the behavior. Addressing the issue will help Millennials know the importance of not using the device at inappropriate times during the workday.

In this study, the Millennials clearly did not believe their smartphone use was inappropriate during the workday by saying overuse was nonexistent. Therefore, managers can implement a similar tool, like the smartphone log, to help Millennial employees recognize their usage. However, it must be clear that this is a proactive learning initiative and not a tool that will negatively impact the employee. The idea is to highlight the issue, without fear of reprimand, before it impacts the employee's performance.

Third, Human Resource Development professionals and managers can develop workshops that help employees understand and recognize potential signs of smartphone overuse. In this study, the smartphone log served as a way for Millennials to track their

use. Most Millennials were shocked at the amount of wasted time from the smartphone. The workshops need to provide tips for recognizing when the behavior is an issue and ways to eliminate the desire to use the device when it should not be present. Workshops can also emphasize aspects of work-life balance for employees and managers to examine how smartphones may be impacting productivity.

HRD professionals can use these workshops to emphasize the awareness of the company's vision and mission statements. Rather than focusing solely on smartphone overuse, putting these at the forefront can help Millennials take ownership of the behavior before the usage becomes a detriment to the organization. Professionalism should also be addressed to help Millennials understand how their use is perceived in the workplace and how the usage affects the company's goals as stated in its vision and mission statements. This will empower Millennials to curb the behavior with the purpose of making the work responsibilities the priority during the workday.

Finally, companies need to evaluate whether a smartphone policy is appropriate in their organizations. If it is desired, the details need to be clear to employees at all levels. In this study, it was evident that there was not a consistent understanding of the smartphone policy for the two companies. The Millennials were unaware of a policy and the managers were unclear of the details regarding a policy. Managers are not able to enforce a policy that is unknown. It is also imperative for managers to consistently follow the policies and not knowing them makes this challenging. Policies that are unclear and unenforceable need to be examined and improved. Leaders need to assess the policies in place to determine if they are effective. An effective smartphone policy is one that is

clear to all employees, enforceable with appropriate consequences, and reviewed regularly to accurately reflect the demands of the organization.

A smartphone policy may not be appropriate in every industry or even in certain departments within an organization. The company policy may determine that smartphone use is dependent upon the department's leadership. Regardless, smartphone overuse needs to be addressed if performance is being impacted. Additionally, leadership can encourage or require the workshops previously mentioned. This will allow employees at all levels to recognize ways to increase the goals of the organization. Organizations need to focus on professionalism during employee orientation, and addressing the overuse of smartphones in the workplace enhances the significance of this topic.

Implications for Theory and Research

Two main theories underpinned this study. The first theory is Social Exchange Theory. According to Cropanzano and Mitchell (2005), "one of the basic tenets of SET is that relationships evolve over time into trusting, loyal, and mutual commitments" (p. 875). Thus, if managers have a trusting relationship with their employees, it will impact how they view smartphone use in the workplace. A manager may not recognize smartphone overuse or care about it if the job performance of the employees is not negatively affected by its use. The manager participants did recognize smartphone use by stating that the Millennial employees overused the device; however, there was little to no reprimand for this behavior. Therefore, this theory does support this research study because the trust from manager to Millennial outweighed the issue of smartphone overuse.

The second theory is Social Cognitive Theory. Two of the core constructs of this theory were explored in this study. The first relates to the cognitive influence on behavior, specifically the outcomes in which “individuals are more likely to undertake behaviors they believe will result in valued outcomes than those which they do not see as having favorable consequences” (Compeau & Higgins, 1995, p. 191). This means that employees of the Millennial Generation are more likely to use their smartphones in the workplace if they believe the result of using the device has better outcomes than using an alternative method or not using a device at all. This construct was supported because the Millennial employees knew their device usage was not acceptable at times; however, this hardly altered their desire to use their smartphones because there were no perceived consequences. Using the device met the desires of the Millennial employees by allowing access to restricted websites, which was used for both work-related and non-work-related purposes.

The second construct of this theory is modeling of a behavior. According to Compeau and Higgins (1995), Social Cognitive Theory literature suggests, “observing others performing a behavior (behavior modeling) is a powerful means of learning” (p. 120). Thus, if a Millennial employee views fellow colleagues or superiors using a smartphone in the workplace to perform tasks, the employee may model this behavior to achieve the task at hand. In this study, the Millennials mirrored the smartphone usage of their coworkers. This usage was normalized because it appeared that most employees used the device. Additionally, the Millennials observed the usage of their managers and mimicked this behavior because they deemed the use as acceptable.

This study enhances literature on the Millennial Generation and smartphone use in the workplace. Generational differences are not a new concept for researchers; however, targeting the Millennial Generation is important for this study because it is the largest group to enter the workforce since the Baby Boomers (Hutchinson et al., 2012). Furthermore, academic research on smartphones was limited, as previous literature focused on mobile phones in general (Hu et al., 2014; Kwon et al., 2013). Combining both Millennials and smartphones adds to the literature. Since studies in the past have researched phones in a quantitative manner, this study adds to the body of qualitative smartphone research.

Limitations

This study was subject to limitations, which should be taken into account when considering the study's contributions. First, the study used self-reported data because each Millennial participant was asked to complete a smartphone log to identify the motives behind using a smartphone during the workday. The researcher explained the purpose of the personal log to eliminate any fear and explained that it was a valuable tool for attempting to accurately present smartphone use. Job responsibilities did impact the ability to document every instance of smartphone usage. Participants were allowed to estimate the smartphone usage if logging each instance was impractical throughout the workday. Additionally, participants could purposefully not log their smartphone usage. This possibly impacted the results, as the researcher potentially had inaccurate data to utilize during the interview portion of the study.

Millennials have grown up in a digital world and are accustomed to accessing information quickly. A second limitation is that the Millennial smartphone users may not

recognize their smartphone behavior because they are comfortable using this device at their own convenience. Therefore, the smartphone log results may not include instances when a Millennial smartphone user did not recognize this behavior adequately enough to record the usage. Although this document was used as a supplemental tool for triangulation, the researcher's desire was to have the most accurate representation of smartphone usage.

Managers were asked to describe Millennial employee smartphone usage during the workday. This assumed that the managers were working within a close proximity to the Millennial employees to visibly see employees using the device. The study acknowledges, as a limitation, that some of the managers worked remotely or traveled, which can limit the accuracy of the answers and their perceptions of Millennial smartphone use in the workplace.

Another limitation to this study was the process of selecting participants. The researcher used a network sampling strategy to identify organizations willing to participate in the study. A purposeful sampling strategy was then used to identify participants willing to participate in the study. The two organizations were in the same industry and both located in the Dallas/Fort Worth metropolitan area within the United States. Results of this study may not be applicable to other industries or locations. Finally, the Millennial participants had to be born within a specific time period. However, the managers varied in ages, which may have impacted the results. Therefore, the specific participants limit the generalizability of the results.

Finally, the researcher's status as a Millennial and a smartphone user posed a limitation to the study. The researcher attempted to eliminate her connection and

experience to the study at all times. This process of remaining unbiased started during the interview process and continued throughout the data analysis process. The researcher also transcribed the interviews by hand and used NVivo. According to Flick (2013), the transcription process is “selective and entails the inevitable risk of systematic bias of one kind or another” (p. 66). The researcher, as an instrument, attempted to integrate tactics that enhanced the validity and reliability of the study. However, it is plausible that the data could be interpreted differently than the researcher given her status as a Millennial and a smartphone user. Therefore, the researcher may have unintentionally included bias in the research study.

Suggestions for Future Research

This research study interviewed employees from two companies in the financial services industry. Future research should consider studying other industries that require intense concentration or people interaction such as sales, manufacturing, or healthcare. As mentioned previously, smartphones were not necessary to perform most of the Millennials’ work responsibilities. Thus, future research can also explore industries where smartphones are heavily relied on to determine if the research yields different results. Although it may appear that smartphones are used primarily for work-related purposes in industries where smartphones are significantly used, a future study could explore whether this also increases non-work-related usage.

In this study, only one Millennial participant had a smartphone issued by his company. Most Millennials indicated that smartphones were not necessary to successfully perform their job responsibilities; thus, smartphones were not provided by the organizations. This is not the case for all positions or industries. Therefore, future

research should also explore companies that provide employees with smartphones and how this impacts work-related and non-work-related usage, productivity, and work-life balance.

Future research needs to delve into the potential addictive nature of smartphone use. While an organization may think this is not its responsibility, meeting company expectations is still the priority, and proactively combatting smartphone overuse may be beneficial. It is expected that future generations will be more technologically advanced than the Millennial Generation. While this issue may not be pressing in some organizations, the impact of future generations is still unknown and warrants future research to properly prepare for the technological advances.

This study addressed smartphone usage strictly by the Millennial generation employees. The usage of non-Millennial generation employees was not the subject of this study and could be an area of future research since other generations are also active smartphone users. Furthermore, future research could explore whether smartphone usage in the workplace is attributable to advances in technology or driven by generational characteristics.

This study sought to explore Millennial smartphone use. The smartphone log was introduced to target the specific reasons smartphones were used during the workday. Additionally, the estimated total time on the device was documented. While this was a valuable tool for the Millennials, the managers were not required or asked to document any usage. Every manager mentioned using their smartphones during the day for non-work-related reasons. Their behaviors and thoughts often mirrored the Millennial viewpoint indicating that they, too, are employees that find the device appealing.

Therefore, a future research study should explore the specific use by managers and how that usage impacts the employees they supervise.

Summary of the Chapter

Chapter five included an introduction, the major themes for Millennial participants, and the major themes for manager participants. This chapter also examined the implications for practice, theory, and research. Finally, this chapter provided limitations and suggestions for future research.

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Appendix A. Initial E-mail to Potential Organizations

Greetings! My name is Brooke Kincade, and I am a Ph.D. student at the University of Texas at Tyler. I am currently nearing the end of my Ph.D. journey and working on my dissertation. I am doing a qualitative study exploring smartphone use in the workplace by the Millennial Generation and management's perspective. I am looking for 5 organizations to participate and was hoping your organization will be one. With it being qualitative, all data will be kept confidential between students and advisors and no presented or published data will be identifiable to the organization or participant.

For the Millennial portion, I am seeking to find Millennials (17-34 for my study) who own a smartphone, work full-time, and are willing to participate in a 45-minute face-to-face interview.

For the manager perspective, I am looking for participants who manage at least one Millennial with a smartphone, own a smartphone, work full-time, and are willing to participate in a 45-minute face-to-face interview.

Please let me know if your organization is willing to participate. If so, please provide the best contact person for me to connect with in June.

Thank you for your time!

Brooke Kincade

Appendix B. E-mail to Main Contact Person

Greetings! My name is Brooke Kincade, and I am a Ph.D. student at the University of Texas at Tyler. I am currently nearing the end of my Ph.D. journey and working on my dissertation. I am conducting a study exploring smartphone use in the workplace and need two sets of participants:

- Millennial Generation employees- Seeking full-time employees born between 1982 and 1999 who are willing to participant in a 45-minute face-to-face interview. Participants must own a smartphone. [Click here if you are interested.](#)
- Managers of Millennial employees- Seeking full-time employees who manage at least one Millennial who own a smartphone, own a smartphone, and are willing to participate in a 45-minute face-to-face interview. [Click here if you are interested.](#)

Please let me know if you have any questions.

Thank you for your time!

Brooke Kincade

Appendix C. Millennial Survey

Smartphone Research Study Millennial

This research study explores smartphone use in the workplace.

Required*

Are you willing to participate in a research study on smartphone use?*

The research study requires each Millennial participant to complete a log of smartphone use during a typical workday for one workweek prior to meeting for an interview.

Additionally, each participant will meet face-to-face for an interview with the researcher at a location determined by the participant.

Yes

No

Do you have a smartphone?*

Yes

No

Are you a Millennial?*

Born between 1982-1999

Yes

No

Are you a full-time employee?*

Yes

No

Compensation may be provided only after all requirements of the study have been met.*

Complete a log of smartphone use during the workweek, sign a consent form, meet for face-to-face interview, and review transcription notes post interview

Willing to participate

Not willing to participate

If you are willing to participate, please provide your first and last name.*

What is your preferred e-mail address?*

What is your preferred phone number?*

What is your place of employment?*

What is your employment location (city and state)?*

What is your job title?*

Appendix D. Manager Survey

Smartphone Research Study Manager

This research study explores smartphone use in the workplace.

Required*

Are you willing to participate in a research study on smartphone use?*

The research study requires each participant to meet face-to-face for an interview with the researcher at a location determined by the participant.

Yes

No

Do you have a smartphone?*

Yes

No

Are you a manager of Millennial employees?*

For this study, people born between 1982-1999 are considered Millennials.

Yes

No

Are you a full-time employee?*

Yes

No

The study will require participants to meet face-to-face for an interview, sign a consent form, and review transcription notes after the interview*

Willing to participate

Not willing to participate

If you are willing to participate, please provide your first and last name.*

What is your preferred e-mail address?*

What is your preferred phone number?*

What is your place of employment?*

What is your employment location (city and state)?*

What is your job title?*

What year were you born?*

How many people report to you?*

Appendix E. Millennial Candidate E-mail and Smartphone Log

Hello! Thank you for your interest in my research study. I am happy to inform you that you are a candidate for my study on exploring smartphone use in the workplace. To receive compensation, you must complete a personal log of your smartphone use during one week at work. The log will describe what activities on the smartphone were performed by simply adding a tally mark under the appropriate column. Please see an example below:

Smartphone Use	E-mail	Text	Phone Call	Social Media	Other
Non-work-related					
Work-related					
Estimated Total Time					

Additionally, we will need to schedule a face-to-face interview. Please let me know if this is possible so we can move forward with a date and time that works for you. I look forward to meeting with you soon.

Thanks!

Brooke Kincade

Appendix F. Manager Candidate E-mail

Hello! Thank you for your interest in my research study. I am happy to inform you that you are a candidate for my study on exploring smartphone use in the workplace. I would like to set up a face-to-face interview within the next two weeks. Please let me know if this is possible so we can move forward with a date and time that works for you. I look forward to meeting with you soon.

Thanks!

Brooke Kincade

Appendix G. Millennial Interview Questions

1. Please describe your current role in your organization.
2. Please describe your work environment.
3. Please describe your level of experience with a smartphone.
4. In what ways do you use a smartphone?
5. Describe your smartphone usage during the workday.
6. Why do you feel the need to be on this device during work hours?
7. Describe the smartphone usage of your coworkers during the workday.
8. Describe the smartphone usage of your manager during the workday.
9. In what ways do smartphones benefit you at work?
10. In what ways are smartphones detrimental to your work?
11. In what ways are smartphones detrimental to the company?
12. How does your manager view smartphone usage while at work?
13. What is your company's smartphone policy while at work?
 - a If a smartphone policy is in place, how is the policy enforced?
 - b In which ways do you violate the policy?
14. What advice would you give a manager or company trying to enforce a smartphone policy at work?
15. What insights or thoughts do you have from completing the log?
16. Do you think that you overuse or abuse your smartphone at work?

Appendix H. Manager Interview Questions

1. Please describe your current role in your organization.
2. Please describe your work environment.
3. Explain your employees' usage during the workday.
4. Why do you feel they need to be on this device during work hours?
5. Describe the smartphone use of your Millennial subordinates.
6. In what ways do smartphones benefit the Millennial employees you manage?
7. In what ways are smartphones detrimental to the Millennial employees you manage?
8. In what ways is smartphone use detrimental to the company?
9. Describe how your manager views your smartphone usage.
10. What is your company's smartphone policy while at work?
 - a Please describe how you enforce the policy.
 - b In what ways do you violate this policy?
11. What advice would you give your manager or company regarding smartphone use in the workplace?
12. Do you think that your Millennial employees overuse or abuse smartphones in your workplace?

Appendix I. Manager Consent Form

THE UNIVERSITY OF TEXAS AT TYLER

Informed Consent to Participate in Research

Institutional Review Board #

Approval Date:

1. Project Title: Exploring Millennial Generation Employees' and Managements' Perspectives of the Potential Overuse of Smartphones in the Workplace by the Millennial Generation
2. Principal Investigator: Brooke Kincade
3. Participant Name:
4. Simple Description of Project Purpose: The purpose of this research study is to explore the potential overuse of smartphones in the workplace by the Millennial Generation using a qualitative approach. The study will describe the specific use of smartphones by this Generation to better understand whether they are used for non-work-related or work-related reasons. Additionally, this research study will explore a manager's perspective on smartphone use by the Millennial Generation employees in his or her organization.
5. Research Procedures: *If you agree to be in this study, we will ask you to do the following things:*
 - a. Meet for a face-to-face interview not to exceed 45 minutes in length.
 - b. Sign this consent form prior to the interview.
 - c. Be willing to be tape-recorded.

Appendix I (Continued)

6. Potential Risks: Minimal risk associated. The data collected for this study will not disclose any names of the participants or organizations used. Any sensitive information especially will not be identifiable in order to protect the participants. The information will not be shared with the organization. The dissertation may be published. However, it will not identify any names providing minimal risk.
7. Potential Benefits: New literature will be added to the topic of smartphones and Millennials for both researchers and practitioners. Insight on this topic will better inform organizations regarding this technology. Managers may learn new ways to use this device as a benefit to the organization.

Understanding of Participants:

8. I have been given a chance to ask any questions about this research study. The researcher has answered my questions. I understand any and all possible risks.
9. If I sign this consent form I know it means that:
 - I am taking part in this study because I want to. I chose to take part in this study after having been told about the study and how it will affect me.
 - I know that I am free to not be in this study. If I choose to not take part in the study, then nothing will happen to me as a result of my choice.
 - I know that I have been told that if I choose to be in the study, then I can stop at any time. I know that if I do stop being a part of the study, then nothing will happen to me.

Appendix I (Continued)

10. I have been promised that that my name or other identifying information will not be in any reports (presentations, publications) about this study unless I give my permission. The UT Tyler Institutional Review Board (the group that makes sure that research is done correctly and that procedures are in place to protect the safety of research participants) may look at the research documents. This is a part of their monitoring procedure and will be kept confidential.
11. If I have any questions concerning my participation in this project, I will contact the principal researcher:
12. If I have any questions concerning my rights as a research subject, I will contact Dr. Gloria Duke, Chair of the IRB, at (903) 566-7023, *gduke@uttyler.edu*.

CONSENT/PERMISSION FOR PARTICIPATION IN THIS RESEARCH STUDY

I have read and understood what has been explained to me. I give my permission to take part in this study as it is explained to me. I give the study researcher permission to register me in this study. I have received a signed copy of this consent form.

Signature of Participant

Date

Witness to Signature

13. I have discussed this project with the participant, using language that is understandable and appropriate. I believe that I have fully informed this participant of the nature of this study and its possible benefits and risks. I believe the participant understood this explanation.

Researcher/Principal Investigator

Date

Appendix J. Millennial Consent Form

THE UNIVERSITY OF TEXAS AT TYLER

Informed Consent to Participate in Research

Institutional Review Board #

Approval Date:

1. Project Title: Exploring Millennial Generation Employees' and Managements' Perspectives of the Potential Overuse of Smartphones in the Workplace by the Millennial Generation
2. Principal Investigator: Brooke Kincade
3. Participant Name:
4. Simple Description of Project Purpose: The purpose of this research study is to explore the potential overuse of smartphones in the workplace by the Millennial Generation using a qualitative approach. The study will describe the specific use of smartphones by this Generation to better understand whether they are used for non-work-related or work-related reasons. Additionally, this research study will explore a manager's perspective on smartphone use by the Millennial Generation employees in his or her organization.
5. Research Procedures: *If you agree to be in this study, we will ask you to do the following things:*
 - a. Meet for a face-to-face interview not to exceed 45 minutes in length.
 - b. Complete a log of smartphone use during work for one week (a document will be provided).
 - c. Sign this consent form prior to the interview.

Appendix J (Continued)

- d. Be willing to be tape-recorded.
6. Potential Risks: Minimal risk associated. The data collected for this study will not disclose any names of the participants or organizations used. Any sensitive information especially will not be identifiable in order to protect the participants. The information will not be shared with the organization. The dissertation may be published. However, it will not identify any names providing minimal risk.
7. Potential Benefits: New literature will be added to the topic of smartphones and Millennials for both researchers and practitioners. Insight on this topic will better inform organizations regarding this technology. Managers may learn new ways to use this device as a benefit to the organization. Each Millennial participant will receive a \$25 gift card for completing all research procedures mentioned previously.

Understanding of Participants:

8. I have been given a chance to ask any questions about this research study. The researcher has answered my questions. I understand any and all possible risks.
9. If I sign this consent form I know it means that:
 - I am taking part in this study because I want to. I chose to take part in this study after having been told about the study and how it will affect me.
 - I know that I am free to not be in this study. If I choose to not take part in the study, then nothing will happen to me as a result of my choice.

Appendix J (Continued)

- I know that I have been told that if I choose to be in the study, then I can stop at any time. I know that if I do stop being a part of the study, then nothing will happen to me.

10. I have been promised that that my name or other identifying information will not be in any reports (presentations, publications) about this study unless I give my permission. The UT Tyler Institutional Review Board (the group that makes sure that research is done correctly and that procedures are in place to protect the safety of research participants) may look at the research documents. This is a part of their monitoring procedure and will be kept confidential.

11. If I have any questions concerning my participation in this project, I will contact the principal researcher:

12. If I have any questions concerning my rights as a research subject, I will contact Dr. Gloria Duke, Chair of the IRB, at (903) 566-7023, *gduke@uttyler.edu*.

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Signature of Participant

Date

Witness to Signature

Appendix J (Continued)

13. I have discussed this project with the participant, using language that is understandable and appropriate. I believe that I have fully informed this participant of the nature of this study and its possible benefits and risks. I believe the participant understood this explanation.

Researcher/Principal Investigator

Date